



THE UNITED REPUBLIC OF TANZANIA
MINISTRY OF AGRICULTURE



NATIONAL IRRIGATION COMMISSION

MEDIUM TERM STRATEGIC PLAN (2026/2027 – 2030/2031)



JUNE, 2026

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LIST OF ABBREVIATIONS

Acronym	Full Definition
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AG	Attorney General
AMP	Agricultural Master Plan
ASDP	Agricultural Sector Development Programme
BRELA	Business Registrations and Licensing Agency
CCM	Chama Cha Mapinduzi
CFA	Cooperative Framework Agreement
CRB	Contractors Registration Board
DAHRM	Director of Administration and Human Resource Management
DDR	Director of Design and Research
DG	Director General
DID	Director of Infrastructure Development
DO	Director of Operations
DPME	Director of Planning, Monitoring and Evaluation
EAC	East African Community
EIA	Environmental Impact Assessment
FYDP	Five-Year Development Plan
GDP	Gross Domestic Product
GIS	Geographic Information System
HCQA	Head of Compliance and Quality Assurance
HICT	Head of Information and Communication Technology
ICT	Information and Communication Technology
IDF	Irrigation Development Fund
iMIS	Irrigation Management Information System

IOs	Irrigator Organizations
ISF	Irrigation Service Fee
KPIs	Key Performance Indicators
M&E	Monitoring and Evaluation
MTEF	Medium-Term Expenditure Framework
NAOT	National Audit Office of Tanzania
NCDs	Non-Communicable Diseases
NIDP	National Irrigation Development Plan
NIMP	National Irrigation Master Plan
NIRC	National Irrigation Commission
NPC	National Planning Commission
NRB-CFA	Nile River Basin Cooperative Framework Agreement
O&M	Operation and Maintenance
O&MM	Operation, Management and Maintenance
OC	Other Charges (Operational Costs)
PE	Personal Emoluments (Salaries)
PPPs	Public-Private Partnerships
RBM	Results-Based Management
RMS	Resource Mobilization Strategy
SADC	Southern African Development Community
SDGs	Sustainable Development Goals
SP	Strategic Plan
SWOC	Strengths, Weaknesses, Opportunities, and Challenges
TACAIDS	Tanzania Commission for AIDS
TDV	Tanzania Development Vision

TICCO	Tanzania Irrigation Construction Company
TIDCO	Tanzania Irrigation and Drainage Consultancy Bureau
TPC	Tanganyika Planting Company
TUGHE	Tanzania Union of Government and Health Employees

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STATEMENT BY THE GOVERNING BOARD CHAIRPERSON



It is a profound honor to present the National Irrigation Commission (NIRC) Strategic Plan for 2026/2027 – 2030/2031. This Plan is a blueprint designed to steer the irrigation sector toward the ambitious goals set out in the **Tanzania Development Vision (DIRA) 2050**.

In its formulation, this Strategic Plan has been developed in strict compliance with a wide array of sectoral and national frameworks. These include the **Tanzania Development Vision (DIRA 2050)**, **Tanzania Agriculture Master Plan 2050**, **National Irrigation Policy (2010)** and the **National Irrigation Act No. 4 of 2013**. It further aligns with international commitments, ensuring that our local actions contribute to global and regional development agendas. The Plan articulates our primary Development Objective: **increasing the area under irrigation for food security and economic resilience**, supported by six Strategic Objectives and a robust set of Performance Indicators.

To ensure inclusivity, the Plan was developed through extensive **stakeholder participation**, incorporating views from irrigators, development partners and the private sector. By cascading targets to individual staff and departments, we are fostering a culture of transparency that ensures every investment delivers maximum value for money. Strategically, this document will be the primary reference for the **Medium-Term Expenditure Framework (MTEF)**, as all annual targets will be derived directly from it. Furthermore, the Plan will function as a **Performance-Based Management Tool**, linking resource allocation to tangible results in the field.

I wish to affirm that this is the Commission's Strategic Plan, our official instrument to direct activity implementation of the Commission's Plans in the next five years. I expect the management will pay attention to ensure strong and effective monitoring over activity implementation accordingly for the success of our strategic plan.

Dr. Eng. Richard Masika
GOVERNING BOARD CHAIRMAN

STATEMENT BY THE DIRECTOR GENERAL



This Strategic Plan (2026/2027 – 2030/2031) has been prepared to serve as the definitive operational framework for the National Irrigation Commission (NIRC). The plan provides a coherent roadmap of strategic objectives, targets and performance indicators designed to ensure the efficient delivery of irrigation services.

As the Commission enter this new planning cycle, this document will serve as the primary working tool for Management to organize operational inputs, achieve annual outputs and align budgetary resources with the National Vision.

Aligned with the **Tanzania Development Vision 2050** and the **Agriculture Master Plan 2050**, this five-year Strategic Plan is specifically designed to facilitate the following key milestones:

- i. Increasing irrigation area to 5Mha by Constructing 201 new irrigation schemes and rehabilitate 255 existing schemes to ensure optimal functionality.
- ii. Constructing 100 irrigation dams and drilling 13,000 boreholes to ensure Water Security for irrigation to mitigate climate change impacts.
- iii. Registering and capacitating 1,500 Irrigators' Organizations and 100 private irrigators to ensure sustainable Operation, Management and Maintenance (O&MM) of the irrigation schemes.
- iv. Increasing internal revenue collection by 60% and maintaining an Unqualified Audit Opinion throughout the plan period.
- v. Establishing a National Irrigation Database and promoting climate-smart practices in 800 irrigation schemes.

Implementing these objectives requires a technically skilled workforce dedicated to our core values and national expectations. We will maintain rigorous monitoring and evaluation, including annual target reviews to ensure consistent progress. I call upon all NIRC employees to embrace this Plan's aspirations with diligence. Furthermore, I urge the Management team to demonstrate unwavering commitment to translating this strategy into tangible results that transform the livelihoods of Tanzanian farmers.

Raymond W. Mndolwa
DIRECTOR GENERAL

EXECUTIVE SUMMARY

The National Irrigation Commission (NIRC) Strategic Plan (2026/27 – 2030/31) serves as a transformative five-year blueprint to modernize Tanzania’s irrigation sector. Aligned with **Vision 2050** and the **Agricultural Master Plan (AMP 2050)**, this Plan shifts the Commission toward a technology-driven, commercialized framework to ensure the sector becomes the backbone of national economic transformation. Tanzania possesses a vast irrigation potential of **29.4 million hectares**. However, optimization is hindered by climate change, funding gaps, and a critical human resource deficit, with the Commission currently operating at only **47% capacity** (a gap of 656 staff). This Plan addresses these bottlenecks through aggressive institutional strengthening and strategic resource mobilization.

The primary objective is **to increase the area under sustainable irrigation to ensure national food security and economic resilience**, specifically contributing to the national goal of **5 million irrigated hectares by 2030**. The **Strategic Pillars include:**

1. Expanding irrigation area by constructing 201 new schemes and rehabilitating 255 existing irrigation schemes.
2. Constructing 100 strategic dams and drilling 13,000 boreholes to mitigate climate variability mainstreaming water-harvesting technologies for year-round production.
3. Full operationalization of the **Irrigation Management Information System (iMIS)** to streamline data and private sector registration.
4. Bridging technical staffing gaps and enhancing workforce skills to improve decentralized service delivery.

The Plan initiates a transition toward **financial autonomy** by scaling up Internal Revenue, mobilizing the **Irrigation Development Fund (IDF)** and leveraging **Public-Private Partnerships (PPPs)**. As a primary vehicle for **AMP 2050 Flagship 1**, the Plan directly implements the **Ruling Party Manifesto (2025–2030)** and adheres to the **National Planning Commission’s** Results-Based Management (RBM) guidelines. By integrating modern infrastructure with sustainable management, NIRC will drive the nation toward industrial growth and lasting food sovereignty.

CHAPTER ONE

INTRODUCTION

1.1 Historical Background

Irrigation development in Tanzania has a long history dating back to traditional irrigation practices that existed prior to independence. Modern irrigation initiatives began in the 1930s with large-scale estates such as the Tanganyika Planting Company (TPC) in Kilimanjaro and later government-supported irrigation schemes in Morogoro and other regions. Following independence, irrigation development evolved through various institutional arrangements, ministerial reorganizations and policy reforms, reflecting the Government's continued efforts to strengthen irrigated agriculture as a means of ensuring food security and rural development.

Between the 1960s and 1990s, irrigation development in Tanzania was characterized by fragmented institutional mandates, limited technical capacity, inadequate financing and weak coordination. Although several irrigation schemes were constructed and rehabilitated during this period, overall performance remained below expectations due to poor scheme management, insufficient maintenance, lack of reliable data and absence of a dedicated national policy and legal framework for irrigation.

To address these challenges, the Government has developed key planning instruments, including the National Irrigation Development Plan (NIDP) of 1994 and the National Irrigation Master Plan (NIMP) of 2002, later revised in 2018. These plans emphasized institutional strengthening, stakeholder participation and sustainable management of irrigation infrastructure. Building on these foundations, the National Irrigation Policy (NIP) of 2010 provided, for the first time, a clear strategic direction for irrigation development in Tanzania, focusing on efficient use of land and water resources, increased agricultural productivity and improved livelihoods.

In order to operationalize this policy framework, the Government enacted the National Irrigation Act No. 4 of 2013, which established the National Irrigation

Commission (NIRC). The Commission was formally approved in February 2015 and became operational in September 2015 following the approval of the National Irrigation Regulations of 2015. As an autonomous government institution under the ministry responsible for irrigation, NIRC was mandated to coordinate, regulate and promote the development and management of irrigation across the country.

Despite these advances, Tanzania still possesses vast untapped irrigation potential area estimated at 29.4 million hectares of which only 983,466.06 hectares (equivalent to 3.3 percent) have been developed. This reality underscores the magnitude of the task ahead and the importance of NIRC to prepare a concrete plan to achieve it. Today, under the Commission's leadership, irrigation development is increasingly positioned as a strategic response to climate variability, food insecurity and the broader agenda of agricultural transformation. By expanding irrigated areas, improving scheme performance, strengthening farmer institutions and ensuring sustainable and coordinated irrigation development nationwide, NIRC continues to translate decades of policy evolution and institutional reform into tangible progress for Tanzania's agricultural sector.

Looking forward, NIRC is aligning its mandate with national and regional development frameworks such as Tanzania's Vision 2025, the Agricultural Sector Development Programme II (ASDP II) and the East African Community's agricultural integration agenda. These frameworks emphasize climate-smart agriculture, commercialization of smallholder farming and sustainable use of natural resources. In this context, irrigation is not only a tool for food security but also a catalyst for industrialization, rural employment and resilience against climate shocks. The Commission's forward-looking strategy seeks to accelerate irrigation expansion, leverage public-private partnerships and harness innovation and digital technologies to ensure that Tanzania's irrigation sector contributes meaningfully to the country's socio-economic transformation and regional integration goals.

1.2 Mandate

The National Irrigation Act. Na. 4 of 2013 mandated the National Irrigation Commission to coordinate, promote and regulate the development of the irrigation sector.

1.3 Roles and Functions

- a) Advise the government on implementation and review of the National Irrigation Policy, Strategy, National Irrigation Master Plan and related legislation;
- b) Represent the government in the national and international fora and collaborate with both local and international firms and organizations in all matters pertaining to irrigation development and management;
- c) Coordinate all interventions in irrigation sector conducted by the development partners and other stakeholder;
- d) Promote and maintain cooperation in irrigation and drainage with similar bodies in other countries and with international bodies connected with irrigation and drainage;
- e) Plan, carryout studies, design, construct, supervise and administer implementations of the irrigation projects;
- f) Establish and maintain irrigation construction equipment centers and provide hiring services to support private sector in the irrigation investment;
- g) Register and maintain a register of all irrigators;
- h) Promote institutional linkages training programs and support the recruitment of persons for purposes of employment in connection with the irrigation sector;
- i) Act as a forum for information sharing pertaining to irrigation and drainage matters;
- j) Build capacity of the irrigators for effective participation at all levels in irrigation planning, implementation, operation and management;
- k) Undertake and coordinate research, disseminate appropriate technologies emanating from the research findings and provide

- technical support services on irrigation;
- l) Promote development of multipurpose water storage facilities for irrigation purposes and other social economic activities;
 - m) Regulate all matters related to irrigation development and to oversee collaborations among different players in the development of irrigation and drainage;
 - n) Coordinate all interventions in irrigation sector conducted by the development partners and other stakeholders;
 - o) Approve construction of irrigation works, standards and guideline for development and management of irrigation and drainage;
 - p) Promote efficient water use in irrigation systems and ensure compliance with the Integrated Water Resources Management approach in irrigation development;
 - q) Approve standards and guidelines for the development and management of irrigation and drainage; and
 - r) Perform any other functions which are necessary for effectively carrying out the purposes of the National Irrigation Act (2013).

1.4 Purpose of the Plan

The National Irrigation Commission previously implemented a Medium-Term Strategic Plan (2023/2024–2027/2028) to guide the execution of its mandate in irrigation development and service delivery. While the Plan provided an operational framework, emerging national priorities and policy reforms necessitated a review of its continued relevance and alignment.

In particular, the Medium-Term Strategic Plan was not fully aligned with recent national development frameworks, including Dira 2050, the First Five-Year Development Plan (FYDP I) under Dira 2050, and the Ruling Party Election Manifesto, which place strong emphasis on large-scale, climate-resilient irrigation, agro-industrial transformation, and reduced dependence on rain-fed agriculture. The evolving policy direction introduced new strategic priorities, flagship programs, and implementation approaches that were not adequately reflected in the existing Strategic Plan.

In addition, the performance review of the Medium-Term Strategic Plan revealed gaps in irrigation infrastructure development, sustainability of irrigation practices, data and information systems, research and innovation, and institutional capacity. These gaps, together with changes in the policy, legal, and socio-economic environment, underscored the need for a revised Strategic Plan that is fully aligned with national planning requirements, responsive to emerging challenges, and capable of delivering measurable results.

Accordingly, this Strategic Plan has been prepared to realign the Commission's strategic direction with national development agendas, comply with national planning guidelines, strengthen institutional performance, and provide a results-oriented framework for sustainable irrigation development over the planning period.

1.5 Approach

The preparation of this Strategic Plan adopted a participatory, consultative, and evidence-based approach in line with national planning requirements. The process was undertaken in close collaboration with facilitators from the President's Office – Public Service Management (PO-PSM), who provided technical guidance to ensure compliance with Government strategic planning standards and procedures. The facilitators worked jointly with the Commission's management and technical teams throughout the planning process to enhance quality, consistency, and alignment with national frameworks.

The methodology involved active participation of staff drawn from all departments, units, and Regional Irrigation Offices, ensuring that institutional perspectives, operational realities, and regional experiences were adequately reflected in the Strategic Plan. Inputs were collected through structured discussions, document reviews, and internal consultations, enabling the integration of technical, administrative, and field-level insights.

In addition, the process included a comprehensive review of relevant national policies,

legislation, strategies, and development frameworks, including Dira 2050, FYDP I, and the National Planning Commission Guidelines. Performance of the existing Strategic Plan was assessed through analysis of monitoring and evaluation reports and annual performance reports. Analytical tools such as SWOC analysis, PESTEL analysis, stakeholder analysis, and results-based planning frameworks were applied to identify strategic issues, priorities, and development objectives.

Overall, the Strategic Plan was developed using a results-oriented approach that links strategic objectives to outcomes, indicators, and targets, thereby providing a solid basis for implementation, monitoring, evaluation, and learning.

1.6 Layout of the Plan

This Strategic Plan is organized into a logical and coherent structure to facilitate ease of understanding, implementation, and monitoring. The Plan is presented in five main chapters, each addressing a specific aspect of strategic planning and execution, as outlined below:

Chapter One: Introduction

Provides background information on the irrigation sector and the National Irrigation Commission, including the mandate, rationale of the Plan, approach and methodology, and overall layout of the Strategic Plan.

Chapter Two: Situation Analysis

Presents an assessment of the internal and external environment influencing the performance of the Commission. This chapter covers the performance review of the existing Strategic Plan, SWOC analysis, PESTEL analysis, stakeholder analysis, review of recent initiatives, and identification of critical issues.

Chapter Three: The Plan

Outlines the Vision, Mission, Core Values, strategic objectives, strategies, targets, and key performance indicators that will guide the implementation of the Plan during the planning period.

Chapter Four: Resources for the Plan

Details the human, financial, and technological resources required to implement the Strategic Plan, as well as institutional arrangements and partnerships necessary for effective execution.

Chapter Five: Results Framework

Presents the Results Framework Matrix, Monitoring Plan, and evaluation arrangements, including reporting mechanisms and learning processes to ensure accountability and performance tracking.

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CHAPTER TWO

SITUATION ANALYSIS

2.1 Analysis of Vision, Mission and Core Values

2.1.1 Analysis of Current Vision

The current Vision statement of the National Irrigation Commission, *“To become a Centre of excellence in expertise for irrigation and drainage services in the country,”* provides a general sense of institutional aspiration and direction. The Vision is inspirational in nature and is relatively easy for staff to internalize and recall. It also partly reflects the Commission’s technical role in irrigation and drainage services. However, the Vision has several limitations that reduce its strategic relevance. It is largely inward-looking, with emphasis on institutional excellence rather than societal impact. The Vision does not explicitly align with Tanzania’s National Development Vision or broader transformation agendas such as agricultural transformation, food security, and climate resilience. In addition, it does not clearly articulate the desired future state of the irrigation sector nor reflect the Commission’s coordinating and regulatory mandate. These limitations necessitate the formulation of a new Vision that is more forward-looking, nationally relevant, and outcome-oriented.

2.1.2 Analysis of the Current Mission Statement

The current Mission statement, *“To promote, coordinate and regulate irrigation development for efficient, effective and sustainable irrigated agriculture in Tanzania,”* clearly reflects the core mandate and legal functions of the Commission. It addresses the Commission’s core business, scope of operation, and national coverage, and is well aligned with the National Irrigation Act.

Nevertheless, the Mission statement is relatively long and less concise, making it difficult to recall and communicate effectively. While it adequately captures what the Commission does, it could be refined to enhance clarity, focus, and strategic emphasis, particularly on outcomes such as food security and national economic development.

2.1.3 Analysis of Core Values

The current core values of the Commission largely remain relevant and appropriate for guiding institutional behaviour and service delivery. Values such as professionalism, teamwork, transparency, innovation, accountability, integrity, and commitment support effective public service delivery and ethical conduct. However, analysis indicates overlaps and duplication among some values, particularly those related to professionalism and excellence. This duplication may dilute clarity and consistency in applying the values across the institution. This therefore underscores the need to refine and harmonize the core values to improve clarity, consistency, and practical application in daily operations.

2.2 Performance Review

2.2.1 Reviews of the implementation of Strategic Objective

During the implementation period of the existing Strategic Plan, the National Irrigation Commission implemented various interventions aimed at advancing its strategic objectives and improving irrigation development and service delivery. The performance review examines how far the planned objectives, targets and intended results were achieved and assesses the effectiveness of implementation arrangements, use of resources and institutional capacity. The findings from this review provide a practical basis for identifying key challenges and informing the strategic direction and priorities of the new Strategic Plan. Overall, the implementation of the Strategic Plan recorded notable achievements in several priority areas, as highlighted below.

SO-A: HIV and AIDS Infections and Non-Communicable Diseases Reduced and Supportive Services Improved.

HIV and AIDS and Non-Communicable Diseases have adverse effects on human resources and future operation of the Commission. These diseases diminish the capacity of service provision due to deaths and unhealthy staff. In realizing the impact of HIV and AIDS and other Non-Communicable Diseases to the Sector, NIRC has deliberately engaged into implementation Strategy which focuses on reducing

infections through awareness creation workshops and voluntary counseling and testing.

Achievement

The commission has made moderate progress toward its health-related goals. While the target to conduct a Situation Analysis by June 2028 has not yet been met, the strategy for HIV and AIDS and Non-Communicable Diseases has been prepared, adopted and is currently being implemented. Regarding capacity building, the commission achieved 80% of its goal by conducting eight out of ten planned awareness seminars. Additionally, support was provided to one staff member living with HIV and AIDS and prevention guidelines have been successfully adopted and integrated into the irrigation sector's operations. Additionally, support was provided to one self-proclaimed staff member living with HIV and AIDS and prevention guideline have been successfully adopted into the irrigation sector's operations.

SO-B: Effective Implementation of National Anti-Corruption Strategy enhanced and sustained

Corruption is a socio-economic problem prevailing in both public and private sector. Its effects are far reaching as they deprive peoples' lives, their rights towards access to irrigation services, increase cost of implementation of irrigation projects and slow down the pace of irrigation service delivery. The fight against corruption is for all and thus cooperation amongst stakeholders in the irrigation sector is crucial.

Achievement

There has been significant success in enhancing anti-corruption measures. The target for ethics training is near completion, with 90% (9 out of 10) of the planned sessions on Codes of Ethics and Conduct already delivered to staff. Furthermore, the commission exceeded its original sensitization target by conducting 25 campaigns for staff and irrigators surpassing the goal of 20 while also completing the review of the NIRC Anti-corruption plan.

SO-C: Irrigation infrastructure improved and Area under irrigation increased

Irrigation development in Tanzania is important in ensuring abundant irrigation potential is covered with developed irrigation infrastructure for increasing crop

production for both food and cash crops. This objective aimed to increase irrigation infrastructure and irrigation area from 727,280.6 ha in 2022 to 1,200,000 ha in 2028.

Achievement

As of October 2025, 983,466.06 ha are under irrigation, equivalent to 54% of the target. This achievement is due to Government commitment in irrigated agriculture through increased budget allocation, investment in irrigation infrastructure and stakeholders' involvement. 413,798 ha potential irrigation areas have been demarcated. Also, feasibility studies for 143 irrigation schemes have been completed which is equivalent to 68.8% of the target of 208 irrigation schemes. 7 new irrigation schemes have been constructed equivalent to 3% of the target of 208 new schemes. On the other hand, 7 irrigation schemes have been rehabilitated equivalent to 3% of the target of rehabilitating 261 schemes. Furthermore, 79 irrigation schemes inspected for quality assurance out of 2000 which is equal to 4% of the target. In terms of water storage infrastructure, two (2) Dams equivalent to 4% out of the target of 56 multipurpose water storage facilities have been constructed. Constructed dams have contributed to irrigation water availability and other economic activities such as fishing and available water for livestock through cattle troughs.

SO-D: Strengthening Irrigation Financing

Historically, irrigation development in Tanzania has been heavily dependent on the central government budget and contributions from Development Partners. While budget allocations have seen a gradual increase, the Irrigation Development Fund (IDF) the intended vehicle for internal financial sustainability has struggled with unreliability. Consequently, the Commission focused on revenue source diversification to ensure financial sustainability.

Achievement

The efforts to improve this financing model have already yielded significant quantitative results by increasing revenues by 77% from 873 million in 2021/2022 to 1,547,684,929.87 in 31 December, 2025. To sustain these gains, the Commission has developed an ICT system for IDF collection that is currently at 10% readiness, promising a fully automated and transparent revenue stream upon implementation. Beyond revenue metrics, the Commission has prioritized structural milestones aimed at professionalizing the sector. The Irrigation Service Fee (ISF) collection strategy has

reached 100% of its developmental target, providing a clear roadmap for future funding initiatives. Progress in establishing the Tanzania Irrigation Construction Company (TICCO) is also well underway, with 75% of the target achieved following successful registration with BRELA and the Contractors Registration Board (CRB). However, institutional growth has faced a significant bottleneck regarding the Tanzania Irrigation and Drainage Consultancy Bureau (TIDCO), which is not fully functional.

SO-E: Enhancing Private Sector Participation

The objective intended to promote Private Sector participation in irrigation development as key players in Irrigation Sector by conducting assessment on key policies and regulations that affect their participation. The objective also aimed at establishing private sector engagement strategy, establishing database and also developing the coordination link mechanism with the Financial Institutions.

Achievement

In this area, the Commission achieved a 100% success rate in the initial setup of the Private Irrigators Database, successfully identifying and documenting 151 private irrigators. Additionally, the assessment of policies and legislation affecting private sector participation is ongoing with a plan to be completed before the year 2028, with a focus on creating a more attractive environment for investment. Despite these successes, the "soft" infrastructure of engagement remains a gap; the planned targets for a formal Private Sector Engagement Strategy have not been achieved.

SO-F: Research on Irrigation Enhanced

The objectives aimed at promoting Research on irrigation to identify opportunities and combating the challenges facing irrigation sector development in Tanzania. The objective intended to develop resource mobilization strategy for irrigation researches, establish National Irrigation Research Master Plan (NIRMP) and research register and also establishing the mechanism for dissemination of research findings to the stakeholders.

Achievement

Two (2) researches namely water use efficiency and System of Rice Intensification (SRI) have been undertaken. Resource mobilization strategy for irrigation research

was also developed and implemented, attaining approximately 50 per cent of the planned target, thereby laying a foundation for financing priority research areas. In addition, a research dissemination mechanism was established and operationalized to about 50%, supported by the development of guidelines to facilitate the sharing and utilization of research findings. The Irrigation Research Register was successfully established, with several studies particularly on water use efficiency and the System of Rice Intensification (SRI) registered. However, the National Irrigation Research Master Plan (NIRMP) was not established.

SO-G: NIRC Personnel and Working Environment Improved rationale

The objective intended to minimize hindrances to the irrigation personnel such as inadequate skills and unconducive working environment by improving working environment and facilities and facilitating necessary skills to staff.

Achievement

Efforts to improve the working environment show varied stages of progress. The Strategic Human Resource Plan is currently 25% complete. Regarding infrastructure, the NIRC Head Office is at 96% to completion, while the regional office project is in its early stages: one office is at 5% completion, another is at the mobilization stage and 17 are in the design phase. The commission has successfully provided staff with entitlements (salaries, travel and medical refunds) and necessary working tools like computers. Training programs have been highly active, with 534 staff members attending courses between 2023 and 2025. Finally, staff engagement in social issues, including SHIMIWI, Women day and May Day has been fully facilitated.

SO-H: Climate Smart Agriculture and Irrigation Technologies Adopted

This objective intended to address the impacts of climate such as rising temperatures, increased rainfall variability, frequent droughts and more severe floods. These challenges demand adaptation measures within the irrigation sub-sector.

Achievement

To address this, water-efficient technologies have been promoted in 500 out of the planned 800 irrigation schemes, representing 62% coverage. Environmental Impact Assessments (EIAs) were conducted for 120 out of 166 irrigation projects, equivalent

to 72% coverage, while 50% of NIRC staff were capacitated on climate change adaptation. Environmental audits were carried out in 60 out of 1,944 irrigation schemes, representing only 3 percent coverage.

SO-I: Production and Productivity of the Irrigation Sector Improved

The objective intended to ensure the operation and support services in irrigation schemes are sustained in order to improve crop production and productivity.

Achievement

The Commission has facilitated 1,000 out of 1,300 irrigation schemes (77 percent) in preparing Operation and Maintenance (O&M) plans. A production databank has been established but is not yet linked to the national database. Additionally, 9,000 irrigators and leaders (90 percent of the target) have been trained in good agronomic practices, while diversification and intensification of irrigated crops were promoted in 950 out of 1,000 schemes (95 percent).

SO-J: Operation and Maintenance of Irrigation Schemes Improved

This objective was aimed to improve operation, management and maintenance of the irrigation infrastructure by capacitating the irrigators organization to minimize water loss and improve ISF collection.

Achievement

To address this, 1,013 irrigators' organizations (78 percent) were trained in irrigation management and an Irrigation Service Fee Collection Strategy was developed and made operational. Currently, 1,350 irrigation schemes (49 percent) pay service fees and a databank for irrigators' organizations has been established. However, registration of 500 private irrigators has not yet begun.

SO-K: Legal Framework and National Irrigation (NIRC) Organization Structure Improved

The objective intended to ensure compliance to Laws and Regulations and enhance the NIRC organization structure.

Achievement

Progress has been made with the amendment of the National Irrigation Act which has been published in the Government Gazette and the proposed amendment of Irrigation Regulations of 2025 has been prepared and submitted to relevant authority for approval. Additionally, 54 awareness campaigns on the National Irrigation Act have been conducted, surpassing the target by 540 percent. A draft of the reviewed structure has been officially submitted to the President's Office, Human Resource Administration and Good Governance for further action. On review of the organizational structure, the process is on-going, currently at 40 percent completion. A draft of the reviewed structure has been officially submitted to the President's Office, Human Resource Administration and Good Governance for further action.

SO-X: Management of Environment and Ecosystems enhanced and sustained

The objective aimed at minimizing the environmental degradation and climate effects which are caused by use of agrochemicals, poor waste management, poor sanitation and deforestation. Mitigation measures on the effects of environmental degradation and climate change effects are required so as to make irrigation schemes sustainable.

Achievement

Community awareness campaigns on environmental and ecosystem conservation and management were implemented in 217 out of 1,944 irrigation schemes, representing 11.2 per cent of the target coverage. In addition, Environmental and Social Management Plans (ESMPs) and Integrated Pest Management (IPM) plans were prepared and disseminated for 65 out of 1,944 existing irrigation schemes, equivalent to 3.3 per cent coverage.

SO-Y: Multi-Sectoral Nutritional Services Improved

The objective intended to address malnutrition effects. Malnutrition still affects millions of Tanzanians in various ways. These include 34 the impairment of educational achievements and economic productivity, high burden of health-care cost for the Government and the families due increased diet-related non-communicable diseases. Therefore, this SP 2023/24-2027/28 took into consideration the integration of the implementation of the NMNAP II 2021–2026.

Achievement

The targets related to ensuring the availability of safe and micronutrient-rich food in at least 70 per cent of irrigation schemes, promoting the utilization of nutrition-smart technologies for safe food production in at least 70 per cent of irrigation schemes and strengthening good post-harvest handling processes, including warehouses and cold-chain storage, in at least 50 per cent of irrigation schemes, were not implemented. Nevertheless, two nutrition awareness seminars were successfully conducted, focusing on key nutritional issues and food support was provided to staff to enhance their well-being.

2.2.2 Key Constraints and Recommended Strategic Interventions

Building upon the situational analysis, the following **Table 1** summarizes the key constraints currently hindering the Commission's performance. It further outlines strategic recommendations and the way forward required to address these bottlenecks and ensure the sustainable development of the irrigation sector through 2031.

Table 1: Key Constraints and Recommended Strategic Interventions

No.	Key Constraints	Recommendations / Way Forward
1	Funding Gaps: Insufficient budget for irrigation infrastructure development, research and modern tech.	Diversify funding through IDF mobilization, PPPs, and development partner support.
2	Low Technology Adoption: Slow uptake of modern irrigation technologies and climate-smart irrigation.	Increase awareness, training and adoption incentives for farmers.
3	Environmental Degradation: Catchment damage and climate related impacts (floods/droughts).	Promote catchments protection and integrate climate risk management in planning.
4	Data Fragmentation: Unreliable and poorly integrated irrigation data.	Modernize irrigation data systems and link databanks with national databases.
5	Weak O&MM Systems: Poor operation, management and maintenance of schemes due to skill gaps and informal arrangements.	Formalize O&MM through contracts, training and better modality of ISF collection.

6	Institutional Gaps: Inadequate staffing, transport and digital tools.	Expand ICT systems, budgeting for new vacancies and provide necessary working tools and facilities.
7	Unamended Irrigation regulations (2015).	Harmonize irrigation regulations to align with the amended NIA (2025).
8	Non-Compliance: Low stakeholder awareness of legal/regulatory requirements.	Intensify stakeholder sensitization on irrigation laws and governance.
9	Registration of irrigators: Slow registration for IOs and private irrigators.	Digitalize and simplify registration procedures via the iMIS.
10	Poor Integration: Limited focus on nutrition and post-harvest infrastructure.	Mainstream nutrition-sensitive approaches and post-harvest facilities.
11	Weak Monitoring: Inadequate M&E, environmental audits and project assessments.	Institutionalize continuous M&E, environmental audits and post-project evaluation.
12	Staff Welfare: Limited funding for health and wellness programs.	Secure sustainable funding for staff wellness and productivity initiatives. Also, involving stakeholders in addressing HIV, AIDS and NCDs.
13	Untranslated National Irrigation Act and its Regulations	To propose translation of National Irrigation Act and its regulations to relevant authority

2.3 Recent Initiatives for Improving Performance

During the implementation of the existing Strategic Plan, the National Irrigation Commission undertook a number of initiatives aimed at improving institutional performance and service delivery, which were not initially planned under the Strategic Plan. These initiatives were largely introduced in response to emerging operational needs, Government reforms and the need to strengthen efficiency, transparency and accountability across the Commission. Notable progress was made in the digitalization of internal systems and processes, improving efficiency, transparency and service delivery across the Commission.

The implementation of the e-Office Management System reached approximately 70 per cent completion while key Government systems including the Government Mailing System (GMS), e-Mrejesho feedback management system, Employee Self-Service (ESS) and the National e-Procurement System of Tanzania (NeST) were fully

implemented. Furthermore, the Commission undertook targeted initiatives to improve irrigation infrastructure development and service delivery, with particular focus on increasing water availability through borehole drilling. As part of these efforts, 249 boreholes were drilled out of an estimated national requirement of 67,000 boreholes by the year 2030 reflecting an initial but important contribution towards expanding irrigated areas and reducing water access constraints.

2.4 Strengths, Weaknesses, Opportunities and Challenges (SWOC) Analysis

The Strengths, Weaknesses, Opportunities and Challenges (SWOC) analysis provides a structured assessment of the internal and external factors influencing the performance of the National Irrigation Commission. The analysis identifies internal strengths and weaknesses related to institutional capacity, systems and resources, as well as external opportunities and challenges arising from the operating environment. The SWOC analysis below explains how internal strengths and weaknesses, together with external opportunities and challenges, influence the Commission's performance and strategic direction.

2.4.1 Strengths

The National Irrigation Commission benefits from a number of internal strengths that provide a solid foundation for irrigation sector development. The presence of a Governing Board, a clear institutional mandate anchored in the National Irrigation Act, and an experienced management team strengthens strategic leadership and decision-making. In addition, the existence of key institutional instruments such as the Irrigation Development Fund (IDF), Tanzania Irrigation and Drainage Consultancy Bureau (TIDCO), and Tanzania Irrigation Construction Company (TICCO) enhances the Commission's capacity to mobilize resources, provide technical services, and support irrigation infrastructure development.

Furthermore, the availability of qualified multi-professional staff, established performance management procedures, and existing training programmes contribute to institutional functionality. The Commission is also supported by systems such as

the Irrigation Management Information System (iMIS) and embedded planning, budgeting, monitoring, and evaluation processes. Collectively, these strengths position the Commission as a central institution for coordinating, regulating, and promoting irrigation development in Tanzania.

2.4.2 Weaknesses

Despite these strengths, a number of internal weaknesses have constrained effective performance. Limited and unreliable financial resources, particularly inconsistent IDF revenue, fragmented irrigation data and delays in fund disbursement have affected the Commission's ability to invest in adequate office facilities and working tools at regional and district levels. As a result, supervision, monitoring and service delivery at decentralized levels have been weakened.

Inadequate staffing levels, absence of a succession plan and staff retention strategy have further reduced institutional efficiency. These weaknesses are compounded by gaps in professional training, incomplete operationalization of iMIS, lack of standard operating procedures, and weak internal communication. Together, these factors have contributed to inefficiencies in service delivery, low staff motivation and limited customer satisfaction.

2.4.3 Opportunities

The Commission operates in an environment that presents significant opportunities for growth and improvement. Strong government commitment to irrigation development, digital transformation under Vision 2050, and ongoing policy and legislative reforms provide a supportive framework for institutional strengthening. Increasing interest and support from development partners and the private sector create opportunities for resource mobilization, public-private partnerships, and technology transfer.

Additionally, Tanzania's vast irrigation potential of approximately 29.4 million hectares, combined with growing demand for irrigation services and climate-resilient agriculture, offers a strategic opportunity to scale up irrigation investments. The presence of

leadership training institutions, supportive ICT and e-Government policies, and opportunities for learning and career development further enhance the Commission's potential to strengthen capacity and improve performance.

2.4.4 Challenges

Notwithstanding the opportunities, the Commission faces several external challenges that pose risks to effective implementation of its mandate. Budget limitations relative to the growing scale of irrigation needs, delays in financial reforms and payments, and high costs associated with large-scale irrigation infrastructure development continue to constrain progress. Climate change impacts, including water variability, further complicate irrigation planning and sustainability.

In addition, land acquisition and ownership issues, overlapping institutional mandates, weak coordination mechanisms among stakeholders, and competition from private sector service providers present operational challenges. Delays in appointing Board members and substantive managerial positions, coupled with high stakeholder expectations, increase pressure on the Commission's leadership and institutional systems. Addressing these challenges is critical for ensuring coordinated, sustainable, and effective irrigation development.

2.5 Stakeholders Analysis

Stakeholders are individuals, various institutions, groups and organizations that have an influence on the activities of the Commission. National irrigation development in Tanzania involves a wide range of stakeholders whose roles span policy formulation, regulation, financing, implementation, operation and service delivery. Understanding the influence of each stakeholder helps in evaluating the role played by each stakeholder and how it affects the activities of the Commission.

Table 2: Stakeholders Analysis

Stakeholders' name or category	Services offered by Institution	Stakeholder Expectations (Quality of Service)	Current service quality
Irrigators Organization/ Farmers	i. Irrigation facilities and services ii. Training on agronomical practices. iii. Water management training iv. Operation Management and Maintenance (OMM) training v. Storage and processing facilities in irrigation schemes.	i. Reliable irrigation facilities and services ii. Timely extension services iii. Reliable storage and processing facilities in irrigation schemes.	Medium
Ministry of Agriculture	i. Compliance with policies, sectoral plans and guidelines ii. Implementation of irrigation projects iii. Periodic progress reports	i. Compliance with policies, sectoral plans and guidelines ii. Effective implementation of irrigation projects iii. Accurate and timely periodic progress reports	High
Other Ministries (Land, livestock and fisheries, transport, works, Natural Resources and Tourism)	i. Coordinated intervention ii. Fishing opportunities and water points for livestock (cattle troughs) iii. Flood control in transport network	i. Transparency ii. Involvement in projects development iii. Accurate and timely information on projects implementation iv. Expert opinions on development projects	High
Development partners	i. Coordinated intervention ii. Information on irrigation services iii. Compliance with agreements iv. Periodic progress reports	i. Transparency and accountability ii. Adherence to agreements iii. Accurate and Timely progress reports	High

Ministry of Finance	i. Periodic Progress reports ii. Periodic financial reports	- Compliance with financial regulations - Accurate and timely progress and financial reports - Value for money	High
National Audit Office of Tanzania (NAOT)	i. Compliance with laws regulations, guidelines and standards ii. Periodic compliance reports	i. Compliance with laws regulations, guidelines and standards ii. Accurate and timely Periodic compliance reports iii. Transparency and accountability iv. Value for money	High
National Planning Commission (NPC)	i. Compliance with planning guidelines ii. Periodic progress reports	i. Compliance with planning guidelines ii. Accurate and timely Periodic compliance reports iii. Transparency and accountability iv. Value for money v. Timely completion of projects	High
Regulatory authorities (PPRA, OSHA, TRA, NEMC)	i. Compliance with laws regulations, guidelines and standards ii. Periodic compliance reports	i. Compliance with planning guidelines ii. Accurate and timely Periodic compliance reports iii. Transparency and accountability	High

Professional bodies (ERB, CRB, NBAA, CROSSAT, PSPTB)	i. Compliance with professional standards ii. Professionalism knowledge transfer iii. Nurturing upcoming professionals	i. Compliance with professional standards ii. Transfer of high-quality knowledge iii. Experience on field practical	High
Attorney General (AG)	Compliance with laws, guidelines and standards	Compliance with laws, guidelines and standards	High
Ministry of Water	Compliance with National Water Policy, water management Act, guidelines and standards	Compliance with National Water Policy, water management Act, guidelines and standards	Medium
PMO-RALG	Collaboration in irrigation services (formulation, planning, implementation and operation)	Strong collaboration in irrigation services	Medium
Private sector	i. Information on irrigation services ii. Compliance with agreements	i. Investment opportunities ii. Transparency and accountability iii. Adherence to agreements	High
Media	Information on irrigation services	i. Transparency ii. Advertisement opportunities iii. Good public relation	Medium
Contractors, consultants and service providers	i. Business information and works opportunities ii. Contract management iii. Payment for services	i. Transparency on Business information and works opportunities ii. Efficient contract management iii. Timely payment for services	Medium
Research and Academic Institutions	i. Information on irrigation matters ii. Partnership in research and studies iii. Nurturing upcoming researchers and experts	i. Accurate and timely information on irrigation matters ii. Partnership in research and	High

NGOs and CSOs	studies	
	iii. Experience on field practical i. Timely and accurate information ii. Technical and expert advice on irrigation projects	High
	i. Information sharing ii. Community awareness creation iii. Development and supportive implementation of irrigation projects iv. Expertise on irrigation projects	

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The National Irrigation Commission (NIRC) is deeply committed to fulfilling the needs and expectations of its stakeholders by implementing strategic reforms and delivering high-quality services that drive the sustainable growth of the irrigation sector. The NIRC will prioritize infrastructure transformation by constructing water harvesting facilities and modernizing irrigation systems through rehabilitation and new developments. Key actions include conducting rigorous feasibility studies, promoting technological innovation and establishing irrigation incubation centers. These efforts, supported by regular service delivery surveys, aim to enhance the accessibility and quality of services for farmers and irrigators.

Furthermore, the Commission will strengthen institutional excellence by improving compliance with national policies, financial regulations, and professional standards. Emphasis will be placed on enhancing coordination with the Ministry of Agriculture, LGAs, and development partners to harmonize project planning and fund disbursement. By developing Standard Operating Procedures (SOPs) and strengthening contract supervision, NIRC will ensure transparency, accountability, and the long-term viability of irrigation projects.

2.6 PESTEL Analysis (Political, Economic, Social, Technological, Environmental and Legal)

The PESTEL analysis examines the broader external environment affecting the irrigation sector and the operations of the National Irrigation Commission. It assesses political, economic, social, technological, environmental and legal factors that shape policy direction, investment, institutional performance and sustainability of irrigation development. The analysis provides insights into key external drivers and risks, enabling the Commission to align its strategic priorities with national development frameworks, emerging trends and regulatory requirements.

2.6.1 Political Environment

The irrigation sector operates within a supportive political environment characterized by strong Government commitment to agricultural transformation, food security, and climate resilience. National development frameworks such as Dira 2050 and the Five-

Year Development Plans prioritize irrigation as a strategic driver of economic growth. This political commitment has facilitated policy reforms, flagship programs and increased visibility of irrigation at national and regional levels. However, shifts in political priorities, changes in leadership, and competing sectoral demands can influence budget allocations and pace of implementation, thereby affecting the Commission's ability to fully deliver its mandate.

2.6.2 Economic Environment

Economic conditions significantly influence the scale and sustainability of irrigation investments. While irrigation development offers strong returns through increased productivity, employment, and agro-industrial growth, limited fiscal space, rising construction costs, and dependence on public financing constrain implementation. Inflationary pressures and exchange rate fluctuations further affect the cost of imported equipment and technologies. At the same time, growing private sector interest, public-private partnership opportunities, and regional market demand present economic opportunities for expanding irrigated agriculture and strengthening value chains.

2.6.3 Social Environment

Social factors play a critical role in irrigation development, particularly community participation, land tenure arrangements, and labour dynamics. High population growth, increasing youth unemployment, and rising demand for food create pressure for expanded irrigation development. However, limited awareness of irrigation regulations, weak organizational capacity of irrigators' organizations, gender disparities, and land ownership conflicts can hinder effective scheme management and sustainability. Strengthening community engagement, inclusiveness, and social accountability remains essential for successful irrigation interventions.

2.6.4 Technological Environment

Technological advancements offer significant opportunities to modernize irrigation development and management. The increasing availability of digital systems, remote sensing, automation, and climate-smart irrigation technologies supports improved

planning, monitoring, water-use efficiency, and service delivery. The ongoing development of systems such as iMIS reflects progress in digital transformation. Nevertheless, limited ICT infrastructure, skills gaps among staff and irrigators, and high costs of advanced technologies continue to limit full adoption and effective utilization across the sector.

2.6.5 Environmental and Ecological Factors

The sustainability of Tanzania's irrigation sector is increasingly threatened by escalating climate-induced stresses and ecological degradation. The strategic resilience of the National Irrigation Commission's (NIRC) infrastructure depends heavily on addressing quantified climate risks and integrating adaptive engineering designs across different agro-ecological zones:

2.6.5.1 Agro-Ecological Climate Risk Profiling

Drought-Prone Basins (e.g., Pangani, Wami-Ruvu and Internal Drainage Basins):

These basins are experiencing an increased frequency of severe drought cycles (now recurring every 3 to 5 years), leading to drastic declines in river base flows and a lowering of local water tables. This directly reduces water availability for irrigation schemes, making seasonal water-allocation planning critical.

Flood-Prone Basins (e.g., Kilombero, Rufiji and Lake Victoria Basins): These zones face high-intensity rainfall events and extreme flood recurrence, which pose severe physical risks to irrigation infrastructure, including the washing away of headworks, siltation of intake structures and breaching of primary canals.

2.5.6.2 Key Environmental and Infrastructure Linkages

Water Availability & Hydrological Scenarios: Future hydrological projections under climate stress indicate unpredictable river regimes. Designing irrigation schemes based on historical flow data is no longer viable; NIRC planned to shift towards dynamic water-balance modeling to guarantee sustainable water abstraction.

Catchment Degradation and Sedimentation: Upstream deforestation and unsustainable agricultural practices accelerate soil erosion. This leads to massive

siltation of multi-purpose irrigation dams, severely reducing their storage capacity and lifespan, while rapidly clogging distribution canals.

Climate-Induced Infrastructure Failure: Increased climate variability demands a transition in engineering standards. NIRC has planned to implement irrigation facilities or infrastructure with climate-resilient parameters such as reinforced spillways, robust drainage networks and flood-protection dykes to withstand extreme weather events.

2.6.6 Alignment with Legal and National Climate Policies

2.6.6.1 Strategic Alignment with National Policies and Legal Frameworks

To ensure domestic compliance and seamless sectoral coordination, this Strategic Plan directly aligns with:

The National Environmental Policy (NEP, 2021): Aligns with the policy's primary objectives of preventing land degradation, protecting aquatic ecosystems and promoting sustainable management of water sources within irrigation schemes.

The Environmental Management Act (EMA, 2004) & EIA Regulations: Mandates that all NIRC projects undergo rigorous Environmental and Social Impact Assessments (ESIAs) and obtain environmental clearance certificates from the National Environment Management Council (NEMC) before execution.

The Water Resources Management Act (No. 11 of 2009): Guides NIRC in securing legal Water Use Permits from Basin Water Boards to balance irrigation demands with the "environmental flow" required to sustain river ecosystems.

National Climate Change Response Strategy (NCCRS 2021–2026) & National Adaptation Plan (NAP): Integrates climate-smart agricultural practices and promotes rainwater harvesting as key adaptation pathways.

2.6.6.2 Strategic Alignment with International Environmental & Climate Frameworks

NIRC commits to international best practices, ensuring that all large-scale irrigation investments are aligned with global sustainability standards:

United Nations Sustainable Development Goals (SDGs): Direct contribution to SDG 2 (Zero Hunger) through sustainable food production, SDG 6 (Clean Water and

Sanitation) through efficient water-use efficiency and SDG 13 (Climate Action) via resilient infrastructure.

The Paris Agreement (Nationally Determined Contributions - NDCs): Supports Tanzania's committed climate goals by implementing low-emission, highly efficient water management technologies (e.g., solar-powered drip irrigation) to reduce the carbon footprint of the agricultural sector.

United Nations Convention to Combat Desertification (UNCCD): Supports Land Degradation Neutrality (LDN) by managing irrigation-induced soil salinity and waterlogging through modern drainage designs.

The Sendai Framework for Disaster Risk Reduction (2015–2030): Incorporates disaster-resilient engineering standards in dam construction to prevent catastrophic infrastructure failures during extreme hydrological events.

2.7 Review of relevant information

2.7.1 Tanzania Development Vision (DIRA 2050)

Vision 2050 is built on the pillars of good governance, peace, security and stability, which are seen as essential foundations for Tanzania's long-term ambition. It highlights the importance of safeguarding natural resources for future generations while celebrating and sustaining the country's rich cultural heritage that strengthens national identity. Tanzania Development Vision 2050, Looking ahead, agriculture to be a backbone of Tanzania's economy. It is envisioned that by 2050, the sector will have evolved into a highly productive, competitive and sustainable industry, positioning Tanzania as a leading regional food hub. Within this framework, irrigation is prioritized as a key driver for moving away from unreliable rain-fed farming toward climate-resilient, productive and market-oriented agriculture. To comply with this vision the irrigation sector will strengthen on expanding and modernizing infrastructure, introducing water-efficient and climate-smart technologies and empowering smallholder farmers through training and access to essential inputs.

The Commission will focus on expanding and modernizing irrigation infrastructure to serve as a backbone for a highly productive and competitive agricultural industry. Key actions include strengthening extension services to irrigators, creating employment

opportunities specifically for youth, women, and people with disabilities, and fostering robust Public-Private Partnerships (PPP). Additionally, the NIRC will prioritize creating widespread public awareness on the benefits and practices of irrigated agriculture to ensure the transition to a market-oriented sector is inclusive and sustainable.

2.7.2 Five-Year National Development Plan 2026/27 – 2030/31 (DIRA 2050: FYDP I)

First Five-Year National Development Plan 2026/27 – 2030/31, lays the foundation for Tanzania's emergence as a competitive, resilient and innovation-powered upper-middle-income country economy by 2050. Dira 2050: FYDP I provide the strategic framework for Tanzania's transition toward inclusive, productivity-led, climate-resilience and private-sector-driven economic transformation, positioning irrigation as a critical economic infrastructure rather than a purely social support function. Irrigation falls under third flagship program -National Irrigation and agro-Industrial Transformation (NAGITA) with the objective to modernize and expand irrigation and agro-processing infrastructure to enhance productivity, strengthen agro-industrial value chains and improve food security and export competitiveness. For the National Irrigation Commission (NIRC), the Plan directs a shift toward value-chain-driven, climate-resilient and investment-ready irrigation systems that support agricultural industrialization, food security, employment creation and export competitiveness, in line with the National Irrigation and Agro-Industrial Transformation Program.

In alignment with the National Irrigation and Agro-Industrial Transformation (NAGITA), the NIRC will strive to expand the total irrigated area to 5,000,000 hectares by 2030 while modernizing existing systems. This involves promoting the adoption of climate-resilient technologies such as drip irrigation and solar power, alongside investing in critical value-chain infrastructure like farm access roads and post-harvest facilities. The focus will remain on facilitating efficient water use infrastructure to transition irrigation from a social support function to a critical driver of industrial competitiveness and export growth.

2.7.3 Ruling Party Manifesto 2025

The Election manifesto focus to strengthen the economy, empower citizens to increase their incomes, improve quality of life and social well-being, industrialization & investment and build modern transport and logistics infrastructure. It also emphasizes safeguarding peace, stability and national security as the foundation for sustainable progress. In line with these priorities, **Section 2.1.3.1** of the manifesto highlights irrigation as a key driver of agricultural transformation, with a commitment to expand irrigation infrastructure and increase the total irrigated area to 5,000,000 hectares in 2030. This bold target reflects the government's determination to modernize agriculture, reduce reliance on rain-fed farming, enhance food security, raise farmer incomes and contribute to the broader vision of economic growth and poverty reduction. The Commission to invest in the advancement of irrigation farming by constructing dams in drought-prone areas, developing irrigation infrastructure in strategic basin, establishing new irrigation schemes and rehabilitating existing ones. In addition, drilling boreholes for irrigation purposes will be essential to expand water access and strengthen agricultural productivity. These measures will ensure more reliable farming, enhance food security and improve the livelihoods of farmers while supporting broader economic growth.

To meet the bold target of 5,000,000 hectares by 2030, the Commission will implement a comprehensive irrigation project through the construction of new schemes and the expansion and rehabilitation of underperforming infrastructure. Strategic investments will be directed toward building irrigation dams in drought-prone strategic basins and drilling boreholes specifically for smallholder farmers in arid regions. These measures are designed to eliminate reliance on rain-fed farming, raise farmer incomes, and ensure a reliable water supply for agricultural transformation.

2.7.4 National Irrigation Policy 2010

The National Irrigation Policy aims to guarantee the sustainable availability and efficient use of irrigation water to boost crop production, productivity and profitability, thereby strengthening food security and reducing poverty (Article 2.3). It calls for increased investment from both the public and private sectors, supported by legally

established Irrigation Development Funds. The policy promotes efficient water use, adherence to Integrated Water Resources Management principles and ensures that irrigation development is technically sound, economically viable, socially inclusive and environmentally sustainable. By securing reliable water for irrigation, the policy seeks to optimize, intensify and diversify agricultural production including crops, pasture and aquaculture positioning irrigation as a key driver of Tanzania's agricultural transformation and economic growth. The commission has to encourage private sector engagement in irrigation activities, construction and rehabilitation of irrigation infrastructures, construction of dams and drilling of boreholes.

The way forward emphasizes accelerating both public and private investment in the irrigation sector through strengthened PPP frameworks and the utilization of Irrigation Development Funds. The Commission will focus on demand-driven development that adheres to Integrated Water Resources Management (IWRM) principles to ensure technical and environmental sustainability. Efforts will also be directed toward strengthening institutional capacity at all levels, empowering beneficiaries' participation, and fostering research and innovation to provide high-quality technical support to irrigators.

2.7.5 Agenda 10/30

Agenda 10/30 aims at attaining an impressive 10 percent annual growth rate for the agricultural sector that is the livelihood for some 65 percent of Tanzanians. The target should be met by 2030. Under this agenda, Irrigation sector is required to increase irrigation area to reach 8,500,000 hectares equivalent to 50% of the cultivated area in the country by 2030 to supplement production of the agricultural products through irrigated agriculture from 10 to 50 percent. The Commission will construct dams in drought-prone areas, investing in block farms (BBT), developing irrigation infrastructure in strategic basin, establishing new irrigation schemes and rehabilitating existing ones in order to comply with the agenda.

To achieve a 10 percent annual growth rate in agriculture, the NIRC is tasked with an ambitious expansion of irrigated land to 8,500,000 hectares, or 50% of cultivated land to be irrigated by 2030. The Commission will focus on constructing, expanding and

rehabilitating essential infrastructure including dams and boreholes, with a specific emphasis on developing block farms (BBT) and strategic basin schemes. These physical developments will be supported by intensive capacity building for irrigators to ensure that the transition to large-scale irrigated production is met with increased productivity.

2.7.6 Agriculture Policy 2013

The Agriculture Policy, 2013 aims to develop an efficient, competitive and profitable agricultural industry that contributes to improving the lives of Tanzanians and achieving economic growth and poverty reduction. Article 2.6 directs Public and Private Sector participation in irrigation development be promoted; Irrigation development be regulated to ensure high productivity and sustainability; development of water harvesting techniques in an economically efficient, socially acceptable and environmentally responsive manner; establishment of effective cost sharing and cost recovery mechanism for the development of irrigation , special focus on high value crops (vegetables, fruits and flowers) along with such traditional crops as paddy be promoted; and strengthening of Irrigator's organizations. To adhere with policy, NiRC will promote public and private sector participation in irrigation development, development of water storage facilities, promoting payment of ISF, improve irrigation infrastructure for water use efficiency and strengthen irrigators organization (IOs).

The NIRC will promote an efficient and profitable agricultural industry by regulating irrigation development to ensure high productivity and sustainability. Strategic actions include developing water harvesting techniques, strengthening Irrigator Organizations (IOs) in operation and maintenance (OMM), and improving cost-sharing mechanisms for development. Special focus will be placed on high-value crops and the modernization of technologies to improve water use efficiency and drainage, supported by strengthened research and private sector participation.

2.7.7 Tanzania Agricultural Master Plan 2050

The Tanzania Agriculture Master Plan (AMP) 2050 serves as the definitive roadmap to transition Tanzania into a higher middle-income country through a commercialized

and resilient agricultural sector. Irrigation is positioned as the primary catalyst for this transformation, specifically addressed under Flagship 1, which mandates expanding irrigated land to 1.2 million hectares by 2030 through the development of 375,000 hectares of public and 75,000 hectares of private schemes. To overcome chronic low productivity and climate vulnerability, NIRC must shift from traditional rain-fed support to year-round production systems, incorporating the deployment of 13,000 boreholes and the rehabilitation of 35,000 hectares of traditional infrastructure. Strategic integration requires NIRC to move beyond infrastructure construction to support the entire value chain. Under Flagship 2, the Commission is directed to eliminate the "limited irrigation" bottleneck in the seed sector by constructing specialized facilities at TARI and ASA farms to secure the production of breeder and basic seeds. Furthermore, the plan necessitates multi-sectoral synergy: Flagship 6B requires integrating storage facilities (warehouses/silos) within irrigation schemes to curb post-harvest losses, while Flagship 11 demands a digital leap through the implementation of a digital irrigator registry and real-time project monitoring systems. To succeed, the NIRC Strategic Plan must address critical barriers, including inadequate Public-Private Partnership (PPP) frameworks and inconsistent funding for Operation and Maintenance (O&M). By strengthening Irrigator Organizations and utilizing the National Irrigation Fund, NIRC will ensure that irrigation expansion is not only ambitious but sustainable, climate-smart and capable of driving the nation's industrialization agenda toward 2050.

To accommodate directives of AMP 2050, the Commission will transition toward year-round production systems by implementing new government-led schemes and rolling out boreholes drilling for irrigation alongside the rehabilitation of traditional irrigation infrastructure. Strategic integration will involve eliminating seed sector bottlenecks through specialized irrigation at TARI and ASA farms, while also integrating storage facilities within schemes to reduce post-harvest losses. Success will be driven by digital innovation, including a digital irrigator registry, and the enhancement of staff and IO capacity to manage sustainable, climate-smart irrigation systems.

2.7.8 Strategic Plan – MoA

The Medium-Term Strategic Plan (MTSP) 2021–2026 sets out how Tanzania's Ministry of Agriculture will transform farming into a driver of national growth and prosperity. Guided by the country's Third Five-Year Development Plan, the strategy focuses on boosting productivity and profitability, adding value to crops, managing land and water sustainably and building strong institutions and skilled people. This transformation is governed by infrastructure such as irrigation and agro-processing facilities. Looking ahead, the commission to expand and rehabilitate irrigation schemes, increase the area under irrigation, recruitment of irrigations engineers, bring in private sector investment and promote efficient water use. These steps will help build a resilient, inclusive and sustainable agricultural sector that secures food and prosperity for generations to come.

Under the Ministry's medium-term strategy, the NIRC will focus on transforming farming into a driver of national prosperity by expanding and rehabilitating irrigation schemes. Key interventions include the recruitment of specialized irrigation engineers, the promotion of efficient water use, and the active recruitment of private sector investment. These steps are aimed at building a resilient and inclusive agricultural sector that secures long-term food security and economic growth through improved infrastructure.

2.7.9 The National Irrigation Master Plan 2018

The National Irrigation Master Plan sets out a clear path for strengthening Tanzania's irrigation sector by combining institutional reforms with practical investments. On the institutional side, it calls for stronger systems and leadership, such as creating Regional Irrigation Offices, empowering District Irrigation Development Teams, improving the role of the National Irrigation Commission, registering irrigation organizations and introducing performance monitoring and research to guide progress. On the practical side, the plan focuses on tools and investments preparing technical manuals and checklists, supporting private contractors to improve their engineering skills and coordinating with the private sector to attract more investment. It also maps Tanzania's vast irrigation potential of 29 million hectares, dividing it into

low, medium and high potential areas and sets ambitious targets up to 2035 for expanding irrigated land, building dams, developing new schemes and rehabilitating existing ones. Moving forward, the Commission is working to expand irrigation schemes, rehabilitate those that are underperforming and steadily increase the total area under irrigation.

The path forward combines institutional reforms with practical investments, including the registration of Irrigator Organizations and the empowerment of Regional and District Irrigation staff. The Commission will utilize technical manuals and checklists to support private contractors and map the nation's 29 million hectares of irrigation potential. Moving forward, the focus remains on building water storage facilities, developing new schemes in high-potential areas and building the capacity of IOs to manage these irrigation assets effectively.

2.7.10 The National ICT Policy 2016

The National ICT Policy 2016 recognizes the crucial role that the development, deployment and the exploitation of ICTs within the economy and the society can play towards the achievement of the nation's socio-economic goals enshrined in the National Development Vision 2025. The Policy aims on enhance public participation and understanding of potentials of ICT for effective transformation towards a knowledge-based society, to secure environment that builds confidence and trust in the use of ICT products and services, promotes effective use of ICT in the productive sectors for increased productivity, strengthen quality control and standardization in the ICT industry (Article 2.1.3.2). The commission to capacity NIRC staff to use digital tools, installation of government internet, local area network (LAN) and e office system at regional and district irrigation offices, develop and implement Web Based National Irrigation Database, enhances ICT adoption in irrigation planning and monitoring and ensures consistency and quality of ICT tools and systems adopted by NIRC.

To transition toward a knowledge-based society, the NIRC will centralize irrigation data management through the development of a Web-Based National Irrigation Database. The Commission will invest in digital infrastructure, including the installation of LAN and e-office systems in regional and district offices and train staff to utilize

digital tools for planning and monitoring. These efforts aim to ensure the consistency and quality of ICT tools used in the management of national irrigation projects.

2.7.11 The National Environmental Policy 2021

Tanzania is working hard to achieve sustainable development by using its natural resources responsibly and making sure that environmental protection is considered in all development efforts. Article 5.2 (II) emphasizes that all sector ministries must ensure their policies align with this goal by including environmental management in their strategies, plans, programs and projects. In line with this, the National Irrigation Commission is committed to integrating environmental considerations into all irrigation projects, making sure that both new and existing schemes minimize harm to water resources, soils and ecosystems. At the same time, it promotes efficient, climate-smart irrigation technologies, like drip and sprinkler systems, to save water and boost productivity.

The NIRC is committed to integrating environmental sustainability into all development efforts by adopting eco-friendly irrigation techniques and carrying out mandatory Environmental Impact Assessments (EIAs) for all projects. Future actions include regular environmental audits and the promotion of water-saving technologies like drip and sprinkler systems. By aligning irrigation strategies with environmental protection, the Commission ensures that the expansion of the sector does not harm water resources or local ecosystems.

2.7.12 The National Land Policy 2023

The National Land Policy promotes and ensures a secure land tenure system to encourage the optimal use of land resources and to facilitate broad-based social and economic development without upsetting or endangering the ecological balance of the environment. In recognizing that land has value and can facilitate access to capital, the government has instituted a land policy that supports responsible use, allocation ownership or leasehold, management and land administration. The Commission in collaboration with Ministry of Lands, Housing and Human Settlements Developments and Minister for Regional Administration and Local Government (RALG) will comply

with this policy by identify and declare potential area for irrigation farming and develop them to become productive. This involves mapping and prioritizing strategic zones, investing in modern irrigation infrastructure and ensuring that the land is utilized to maximize agricultural output.

In collaboration with land and local government authorities, the NIRC will identify, map and prioritize strategic potential area for irrigation to ensure optimal land use and secure tenure. The Commission will invest in modern infrastructure within these identified potentials to maximize agricultural output while maintaining ecological balance. By declaring potential areas for irrigation as strategic zones, the NIRC will facilitate capital access and responsible land administration for large-scale and smallholder farming alike.

2.7.13 National Water Policy 2002 revised 2025

The National Water Policy highlights the importance of promoting agricultural practices that protect water sources, strengthen environmental management and invest in efficient irrigation infrastructure. The policy also emphasizes integrated planning through the framework of Integrated Water Resources Management (IWRM), which requires all sectors that depend on water to work together. This approach is especially critical for projects such as dams, which serve multiple socio-economic purposes including domestic water supply, irrigated agriculture, electricity generation and drought and flood control. For the irrigation sector, this means adopting methods that conserve water while ensuring a reliable supply for farming. In line with this policy, the Commission is committed to improving irrigation systems and introducing climate-smart technologies that make farming more resilient. It will also focus on constructing dams to expand water availability and training farmers on best practices for water use.

The way forward emphasizes agricultural practices that protect water sources through integrated planning under the IWRM framework. The Commission will invest in efficient, climate-smart irrigation infrastructure and construct multi-purpose dams that support both agriculture and drought control. Farmers will receive training on best practices for water conservation to ensure that the expansion of irrigation remains resilient and socially beneficial across all water-dependent sectors.

2.7.14 HIV/AIDS National Policy 2001

The HIV/AIDS National Policy provides national direction for managing and controlling HIV/AIDS in Tanzania. The main thrust of the policy is to ensure prevention of new HIV infections, protection of employees at the workplace, care and support for affected people and strong coordination of all stakeholders. The policy gives clear directives that HIV/AIDS education, awareness creation and safety measures must be mainstreamed in every public institution under the leadership of TACAIDS. Article 4.1 section (a) & (d) emphasizes that people living with HIV/AIDS must have equal access to all basic needs, free from any discrimination based on gender or HIV status. It also underscores the importance of workplace interventions, requiring organizations to provide information and education programs that positively influence the attitudes and behaviors employees. The commission to establish and implement workplace strategy that protect the rights of employees living with HIV/AIDS, provide regular training sessions to reduce stigma and integrate HIV/AIDS awareness into broader health and safety initiatives.

The NIRC will mainstream HIV/AIDS education and safety measures by implementing a workplace strategy that protects the rights of employees and reduces discrimination. Key actions include providing regular training sessions to reduce stigma and integrating health and awareness initiatives into broader workplace safety programs. This ensures that all employees, including those living with HIV/AIDS, have equal access to support and are protected within the institution's operational environment.

2.7.15 The National Anti-Corruption Strategy and Action Plan Phase Four (NACSAP IV) 2023–2030

The National Anti-Corruption Strategy and Action Plan Phase Four (NACSAP IV) 2023–2030 is designed to create a society where integrity, ethical behavior and zero tolerance for corruption are part of everyday life. Article 3.3 places strong emphasis on improving accountability, transparency and good governance in both public and private institutions, while also preventing and controlling corruption through better systems and the use of ICT. In addition, the strategy highlights the importance of

integrating anti-corruption measures into national planning, budgeting and service delivery, actively involving citizens and non-state actors and strengthening monitoring, evaluation and learning so that progress can be measured and sustained over time. National Irrigation Commission complies with this strategy and will strengthen good governance practices.

The Commission is committed to creating an environment of zero tolerance for corruption by strengthening accountability and transparency through the use of ICT systems. Anti-corruption measures will be integrated into national planning and budgeting, with a focus on involving citizens and non-state actors in service delivery monitoring. By strengthening evaluation and learning, the NIRC will ensure that integrity and ethical behavior remain core components of its institutional governance.

2.7.16 The National Youth Development Policy, 2007

Agriculture remains a key engine for youth employment, income generation and national development, engaging more than 60 percent of the country's population as described in article 3.18. The Government therefore recognizes the central role of young people in driving sustainable national development. In line with the National Youth Development Policy of 2007, the National Irrigation Commission is committed to creating meaningful opportunities for youth participation in irrigation and agricultural development initiatives. The Commission prioritizes initiatives which will attract youth participation in irrigated agriculture.

Recognizing that youth make up a significant portion of the agricultural workforce, the NIRC will create meaningful opportunities for young people to engage in irrigated agriculture. The Commission will prioritize the development of initiatives that attract youth participation, focusing on income generation and technical skills within the irrigation sector. These efforts aim to position irrigation as a viable and attractive career path for the nation's young population.

2.8 International Experience

Global experience shows that even countries facing severe water scarcity can achieve highly productive agriculture when irrigation is planned, managed and modernized strategically. Israel and Egypt provide strong examples of how smart irrigation, institutional commitment and farmer capacity building can turn dry and challenging environments into reliable food-producing areas lessons that are highly relevant to Tanzania as it faces increasing droughts and climate variability.

Israel has transformed its agricultural sector through the widespread use of drip and micro-irrigation systems that deliver water directly to plant roots, greatly reducing evaporation and water losses. By combining these technologies with recycled wastewater, precise scheduling and modern farm management, Israel achieves very high water-use efficiency while sustaining production of high-value crops in arid regions. This approach demonstrates that limited water resources do not have to limit agricultural productivity when technology and innovation are properly applied.

Egypt's experience also offers valuable lessons. While traditional flood irrigation sustained farming along the Nile for centuries, it became increasingly inefficient under modern water pressures. In response, Egypt has progressively shifted to sprinkler, pivot and drip irrigation systems, supported by laser land levelling, lined canals, solar-powered pumping and digital monitoring tools. These reforms have significantly reduced water losses and improved crop yields, while farmer training programs have helped smallholders adopt and manage the new systems effectively.

Global experience demonstrates that strategic modernization can turn water scarcity into agricultural productivity, providing a roadmap for Tanzania to transition from traditional, water-wasteful methods to climate-resilient systems. Drawing from Israel's leadership in micro-irrigation and wastewater recycling, the National Irrigation Commission (NIRC) will prioritize the adoption of precision technologies that deliver water directly to the root zone, significantly reducing evaporation and losses. Similarly, following Egypt's successful shift toward sprinkler and pivot systems supported by laser land leveling and solar-powered pumping, the Commission will focus on upgrading infrastructure through canal lining and digital monitoring tools. By

integrating these international best practices with intensive farmer training on water-use efficiency and modern drainage management, Tanzania aims to enhance crop yields, protect vital water sources, and ensure long-term food security despite increasing climate variability.

2.9 National and International Agreements

The **NIRC Strategic Plan 2026/2027-2030/2031** is designed to align with several key transboundary and regional frameworks. Under the **Agreement on the Nile River Basin Cooperative Framework (NRB-CFA)**, the Commission focuses on **Water Utilization & Sharing** and **Environmental Protection** to ensure equitable and reasonable use of the Nile River System. Key interventions include conducting regular water status reviews and implementing mandatory Environmental Impact Assessments (EIAs) for all irrigation schemes. A critical milestone for incorporation is the development of a mechanism to ensure water abstraction is based on socio-economic needs and population dependence, as guided by Article 4 of the CFA.

Regarding the **Convention on the Sustainable Management of Lake Tanganyika**, the strategic focus shifts toward **Water Abstraction & Utilization** and **Prior Notification** to prevent trans-boundary adverse impacts. The objective is to manage resources for both present and future needs while adhering to the "Precautionary Principle". Interventions involve mandatory EIAs for large-scale infrastructure and early notification to the Secretariat regarding planned abstractions. The plan must incorporate milestones for established monitoring systems to prevent irrigation runoff pollution and ensure local communities share in the benefits of resource utilization.

The **EAC Regional Irrigation Development and Agricultural Water Management Strategy (2023–2033)** prioritizes **Public Irrigation Infrastructure** and **Resource Mobilization** to increase productivity. The strategy aims to accelerate water storage development and improve rain-fed systems through supplemental irrigation. Key interventions include mapping small-scale development areas and targeting an allocation of at least 5% of the national budget for irrigation. A major directive to incorporate is the goal of developing at least 30% of the partner state's irrigation potential by 2033.

Under the **SADC Regional Indicative Strategic Development Plan (RISDP) 2020–2030**, the focus is on **Agricultural Transformation** and **Climate Change & Resilience**. The objective is to achieve a transformed sector that utilizes modern technologies and research to increase competitiveness. Interventions include transferring innovation to smallholder farmers and strengthening National Early Warning Systems (NEWS). The NIRC Strategic plan must prioritize the milestone of operationalizing financing mechanisms, such as the SADC Agriculture Development Fund (ADF), to support regional agricultural plans.

The **SADC Industrialization Strategy and Roadmap (2015–2063)** and its associated **Action Plan** emphasize **Agricultural Value Chains** and **Water Supply for Development**. These frameworks aim to provide the necessary ingredients for industrial growth and doubling manufacturing value added. NIRC is directed to prioritize irrigation for crops that serve as raw materials for domestic processing and to implement harmonized Sanitary and Phyto-Sanitary (SPS) standards. A key directive is to fast-track "anchor irrigation projects" that integrate with regional infrastructure and transport corridors.

Finally, the **MoU between SUA, TARI, ASA, TOSCI, and NIRC** outlines institutional cooperation in **Collaborative Research, Technology Transfer, and Seed Production Support**. The primary objective is to strengthen evidence-based irrigation development and ensure national seed security. Key interventions involve joint resource mobilization and the dissemination of appropriate technologies emanating from research. The Strategic Plan should incorporate the milestone of increasing irrigated areas specifically for year-round seed availability and establishing a Joint Steering Committee for governance.

Adhering to regional agreements or plans, international conventions and institutional MoUs is critical for ensuring that the NIRC Strategic Plan (2026-2031) maintains legal compliance, transboundary harmony and access to regional financing. By integrating these frameworks, the Commission safeguards the country's rights to equitable water utilization while mitigating conflict through proactive notification and standardized environmental impact assessments. Furthermore, alignment with **SADC** and **EAC**

strategies transforms irrigation into a pillar for regional industrialization and food security, unlocking opportunities for resource mobilization and technological exchange. While the documents reviewed represent only a subset of the nation's broader commitments, their inclusion ensures that NIRC's development projects are sustainable, evidence-based through academic partnerships, and fully integrated into the wider goals of regional economic integration.

2.10 Critical Issues

The critical issues highlight the main factors that constrained the effective implementation of the existing Strategic Plan and affected the achievement of intended results. These issues reflect underlying structural, institutional, technical, and resource-related limitations within the irrigation sector and the operating environment of the Commission. The identified critical issues form the basis for redefining strategic priorities and interventions in the new Strategic Plan, as outlined below.

- i. Inadequate irrigation data and information systems
- ii. Inadequate irrigation research, innovation and technology transfer
- iii. Inadequate human resource capacity and technical competence
- iv. Non-compliance of National Irrigation Act and regulations
- v. Inadequate funding for irrigation development
- vi. Low pace in development of irrigation infrastructure and facilities
- vii. Inadequate irrigation extension services and community engagement
- viii. Inadequate environmental protection and conservation
- ix. Inadequate service delivery and customer service culture
- x. Low compliance with irrigation standards
- xi. Unconducive working environment
- xii. Inadequate stakeholders' coordination and engagement in irrigation development

CHAPTER THREE

THE PLAN

3.1 Introduction

Chapter Three presents the strategic framework that guide the National Irrigation Commission during the Strategic Plan period 2025/2026–2029/2030. The chapter translates the findings from the situational and environmental analysis into a clear strategic direction, defining the Commission’s long-term aspirations, institutional mandate and strategic priorities.

The chapter outlines the Vision, Mission and Core Values of the Commission; and presents the Strategic Objectives, strategies and targets that will be implemented during the Plan period to address identified critical issues and enhance sustainable irrigation development in alignment with national priorities.

3.2 Vision Statement

“A nation with sustainable irrigation that drives agricultural transformation.”

3.3 Mission Statement

“To transform agriculture through coordination, regulation and promotion of sustainable irrigation for socio-economic development.”

3.4 Core Values

In fulfilling our mandate of irrigation development, regulation and coordination, we are guided by the following core values:

- i. **Professionalism:** We deliver irrigation services with competence, discipline, and adherence to professional standards, ensuring quality, efficiency, and reliability in planning, regulation, coordination, and implementation of irrigation development.
- ii. **Integrity:** We uphold the highest standards of ethical conduct, honesty, and fairness in the management of public resources and in all our interactions with

irrigators, partners, and stakeholders.

- iii. **Accountability:** We take responsibility for our decisions, actions, and results, ensuring prudent use of resources, compliance with laws and regulations, and responsiveness to stakeholders.
- iv. **Transparency:** We promote openness and clarity in decision-making, communication, and service delivery, enabling access to information, stakeholder participation, and public trust.
- v. **Teamwork:** We foster collaboration and mutual respect within the Commission and with external stakeholders, recognizing that effective irrigation development requires collective effort and shared responsibility.
- vi. **Innovation:** We embrace research, digital solutions, and modern irrigation technologies to continuously improve efficiency, sustainability, and resilience of irrigation systems.

3.5 Objectives

This section presents the National Irrigation Commission's strategic roadmap for the 2026/27–2030/31 period, translating high-level policy mandates into a results-based framework of objectives, strategies and measurable targets. It integrates the Commission's core technical business with critical socioeconomic imperatives and health support services to ensure a holistic approach to institutional performance. By aligning every intervention with Key Performance Indicators (KPIs) required to track progress and impact, the following objectives serve as the operational blueprint for enhancing service delivery and achieving the national agenda of agricultural transformation:

- A. HIV/AIDS Infections and Non-Communicable Diseases Reduced and Supportive Services Improved
- B. Effective Implementation of National Anti-Corruption Strategy enhanced and sustained
- C. Irrigation infrastructure development enhanced
- D. Research and Innovation on Irrigation enhanced
- E. Sustainability of irrigation practices enhanced
- F. Capacity of the Commission services delivery improved

3.5.1 Objective A: HIV, AIDS Infections and Non-Communicable Diseases Reduced and Supportive Services Improved

Rationale: A healthy and productive workforce is the backbone of the Commission's ability to deliver on its mandate. The persistent threat of HIV, AIDS and the rising prevalence of Non-Communicable Diseases (NCDs) pose a significant risk to institutional stability by increasing absenteeism, healthcare costs, and the loss of skilled personnel. By mainstreaming prevention and support services, the Commission ensures a resilient work environment, preserves human capital, and aligns with national health goals to mitigate the socio-economic impacts of these diseases.

Strategy

- i. Enhance Institutional Policy and Governance for Health Wellness
- ii. Promote Health Awareness and Preventive Lifestyle Practices

Targets

- i. Review of HIV, AIDS and NCDs Strategy and guidelines conducted by June 2031.
- ii. A functional supportive system for Staff Living with HIV/AIDS (LWHA) Established and maintained by June 2031.
- iii. 10 awareness campaigns and health screenings on HIV/AIDS and NCDs provided by June 2031.
- iv. Institutional wellness program developed and implemented 100% by June 2031.

Key Performance Indicators

- i. HIV prevalence rate.
- ii. NCDs Prevalence rate.
- iii. Staff LWHA (Living with HIV/AIDS) supported.

3.5.2 Objective B: Effective Implementation of National Anti-Corruption Strategy Enhanced and Sustained

Rationale: Transparency and integrity are fundamental to maintaining public trust and ensuring that resources intended for irrigation development reach the intended beneficiaries. Corruption in the public sector can lead to substandard infrastructure, inflated project costs, and the marginalization of smallholder farmers. This objective seeks to institutionalize "Zero Tolerance" for corruption by strengthening internal controls and accountability mechanisms, thereby ensuring that every shilling invested contributes directly to the nation's agricultural transformation and the realization of Tanzania Development Vision 2050.

Strategies

- i. Increase Awareness training to staff on public services ethics.
- ii. Promote Transparency & Accountability.

Targets

- i. Zero incidence of corruption and ethical breaches maintained by June 2031.
- ii. 100% of NIRC staff trained on the institutional anti-corruption policy and public service ethics by June 2031.
- iii. 12 Anti-corruption sensitization campaigns to staff and irrigators conducted by June 2031.
- iv. Whistleblowing procedures and Complaint Handling Mechanism Guidelines fully operationalized by June 2031.

Key Performance Indicators

- i. Corruption incidence
- ii. Resolved corruption cases

3.5.3 Objective C: Irrigation Infrastructure Development Enhanced

Rationale: Modernizing irrigation infrastructure is a strategic necessity for mitigating the impacts of climate change, which has rendered rain-fed agriculture unreliable. This imperative is anchored in **The Tanzania Development Vision (DIRA) 2050 (Section**

2.2) and the **First Five-Year National Development Plan (FYDP I 2026/27-2030/31)**, which mandate resilient infrastructure as the primary defense for a US Dollar one trillion economy. Furthermore, the **CCM Election Manifesto (2025-2030, Section 2.1.3.1)** and the **Agriculture Master Plan (AMP) 2050 (Flagship 1)** direct the expansion of irrigated land as a core pillar for competitive, inclusive growth and food sovereignty.

At the policy level, the **National Irrigation Policy (2010)** identifies reliable infrastructure as the permanent solution to the impacts of climate change, a goal reinforced by the **SADC Industrialization Strategy and Road Map (2015-2063)**, **SADC RISDP 2020-2030**, the **EAC Regional Irrigation Development and Agricultural Water Management (2023-2033)** and the **Nile River Basin Cooperative Framework (CFA, Article 4)**. Together, these directives affirm that infrastructure development is a vital requirement for a productive, year-round agricultural sector that is resilient against global environmental shifts.

Strategies

- i. Strengthening irrigation projects planning and design.
- ii. Strengthening irrigation infrastructure and facilities.

Targets

- i. 201 New Irrigation schemes constructed by June 2031.
- ii. 255 irrigation schemes rehabilitated by June 2031.
- iii. 100 Water storage facilities constructed by June 2031.
- iv. 66,751 irrigation boreholes drilled by June 2031.
- v. Tanzania Irrigation Construction Company (TICCO) operationalized by 2030.
- vi. Five (5) construction machineries hiring centers established by June 2031.
- vii. Feasibility studies and detail design for 700 irrigation projects conducted by June, 2031.
- viii. Feasibility study and detail design for 23 Strategic Irrigation Projects Completed by June, 2031.

Key Performance Indicators

Area under irrigation.

Employment level in irrigation.

3.5.4 Objective D: Research and Innovation on Irrigation Enhanced

Rationale: Sustainable irrigation development requires a move away from traditional methods toward data-driven and technology-led solutions. Innovation is necessary to optimize water use efficiency, reduce environmental degradation (such as soil salinity) and lower the overall cost of production. By investing in research, innovation and digital database management, the Commission can ensure that irrigation projects are technically sound, climate-resilient and capable of incorporating modern technologies like drip irrigation and renewable energy-powered systems.

Strategies

- i. Promoting irrigation research, innovation and technology transfer.
- ii. Strengthening irrigation data and information systems.

Targets

- i. A National Irrigation Database established and operational by June 2031.
- ii. Impact studies and research coordination framework established by June 2031.
- iii. Utilizing five (5) research findings to address existing field requirements and scheme challenges by June 2031.

Key Performance Indicators

- i. Water use efficiency.
- ii. Production cost.
- iii. Irrigation Technology adoption rate.

3.5.5 Objective E: Sustainability of Irrigation Practices Enhanced

Rationale: Building infrastructure is only the first step; its long-term value depends on the effectiveness of its operation, maintenance and management (OMM). This objective focuses on the "human and legal" side of irrigation empowering Irrigators' Organizations (IOs), ensuring compliance with the Laws, Regulations and Standard guidelines. Enhancing sustainability ensures that schemes remain productive for generations, protects the surrounding ecosystems from water-logging or over-extraction and guarantees a high return on public and private investment.

Strategies

- i. Strengthening irrigation extension services and community engagement.
- ii. Complying with National Irrigation Act, other laws and regulations.
- iii. Conserving and protecting the environment and ecosystem.
- iv. Strengthening compliance with irrigation standards.

Targets

- i. 500 irrigators organizations and 100 private irrigators registered by June 2031.
- ii. Farmers trained on GAP in 100 irrigation schemes to increase productivity of rice per hectare from 2.5 to 8 tons/ha by June 2031.
- iii. Productivity of Horticultural crops in irrigations scheme increased by 50% by June, 2031
- iv. Commission's participation in National, Regional and International Forums facilitated by June, 2031
- v. Legal and regulatory compliance across 556 projects 100% adhered by June 2031.
- vi. Legal services to the Commission 100% provided by June, 2031
- vii. Stakeholders' awareness on NIA in 1500 schemes conducted by June 2031.
- viii. Environmental Management and conservation in 146 Irrigation projects sustained by June, 2031
- ix. 146 ongoing construction projects inspected for Quality Assurance and checked by June, 2031
- x. Climate-smart practices promoted in 800 irrigation schemes by June 2031.
- xi. Operation, Maintenance and Management (OMM) of 500 schemes improved by June 2031.

Key Performance Indicators

- i. Registered IOs (Irrigators Organizations).
- ii. Irrigated Crop yield level.
- iii. Schemes practicing OMM.
- iv. Climate resilient practices adoption rate.

3.5.6 Objective F: Capacity of the Commission Services Delivery Improved

Rationale: The successful execution of all strategic goals depends on the Commission's internal institutional strength. As the lead agency for the irrigation sector, NIRC must have the financial autonomy, technical competence and digital infrastructure to coordinate diverse stakeholders and manage complex projects across the country. Improving service delivery capacity involves strengthening revenue sources, upgrading the working environment and fostering a culture of high performance and stakeholder engagement. This ensures the Commission can lead the sector with professionalism as it navigates the path toward a US Dollar one trillion economy by 2050.

Strategies

- i. Strengthen Commission revenue sources.
- ii. Building human resource capacity and technical competence.
- iii. Transforming Irrigation Service Delivery through Integrated ICT Systems and Data-Driven Governance
- iv. Improving working environment.
- v. Strengthening stakeholders' coordination and engagement.
- vi. Enhance communication and information sharing.

Targets

- i. Internal annual revenue collection increased by 95% by June 2031.
- ii. Commission's Financial services 100% provided by June 2031
- iii. Commissions' Internal Audit Service 100% ensured by June, 2031
- iv. Human Resource Plan developed and implemented by 100% by June, 2031
- v. ICT facilities and services 100% provided to NIRC staff by June, 2031
- vi. Establish and operationalize a Centralized National Irrigation Database (NIDB) for 100% by June, 2031.
- vii. Plans and budget preparation enhanced by June, 2031
- viii. Adequate working tools and facilities provided to 585 NIRC staff by June, 2031
- ix. Staff participation in Institutional and National social events 100% facilitated by June, 2031
- x. Functional MEL System established and operational by June 2031.

- xi. Commission's Risk level reduced from Moderate to Low by June 2031.
- xii. 25 regional irrigation offices constructed by June 2031.
- xiii. Stakeholder's engagement guideline developed by June 2031.
- xiv. Procurement and Logistics services 100% provided by June, 2031
- xv. NIRC Communication Strategy reviewed and implemented by June, 2031

Key Performance Indicators

- i. Revenue growth rate.
- ii. Audit opinion.
- iii. Staff productivity ratio and turnover.

CHAPTER FOUR

RESOURCES FOR THE PLAN

4.1 Introduction

The effective implementation of the National Irrigation Commission's Strategic Plan (2026/27–2030/31) is fundamentally dependent on the mobilization, allocation and optimal utilization of key institutional resources. To transform Tanzania's irrigation sector and realize the ambitious targets set under Vision 2050, the Commission must harmonize its human, financial and technological capacities.

This chapter provides a detailed assessment of the resource requirements necessary to execute the planned strategic objectives. It evaluates the current staffing levels and technical expertise, outlines the financial projections and revenue mobilization strategies and identifies the technological systems required to modernize irrigation management. By identifying these resource gaps and opportunities, the Commission establishes a clear roadmap for institutional strengthening and sustainable financial autonomy over the next five years.

4.2 Human Resource

The human resource analysis for the 2026/27–2030/31 strategic period reveals a critical staffing deficit, with the Commission currently operating at only 47% of its required capacity. While the total requirement stands at 1,242 personnel, the current workforce of 586 leaves a substantial gap of 656 positions, particularly within technical and engineering cadres.

Table 3: Analysis of Staff Assessment by Cadre

Na.	Designation	Current			Requirement	Deficiency
		Male	Female	Total		
1.	Director General	1	0	1	1	0
2.	Agricultural Engineers	111	20	131	159	28
3.	Civil Engineers	62	13	75	131	56
4.	Mechanical Engineers	1	1	2	7	5
5.	Environmental Engineers	1	1	2	14	12
6.	Quantity Surveyor	0	2	2	25	23
7.	Architects	0	0	0	10	10

8.	Hydrologists	0	0	0	10	10
9.	Agricultural Officers	84	30	114	171	57
10.	Agricultural Field Officers	3	4	7	116	109
11.	Agricultural Technician	78	25	103	127	24
12.	Civil Technician	11	2	13	40	27
13.	Mechanical Technician	1	0	1	21	20
14.	Electrical Technician	0	0	0	2	2
15.	Land Surveyors	10	3	13	28	15
16.	Economists	3	1	4	8	4
17.	Statisticians	2	1	3	4	1
18.	Community Development Officers	3	5	8	32	24
19.	Environmental Officers	7	7	14	41	27
20.	ICT Officers	1	0	1	7	6
21.	Assistant ICT Officers	0	0	0	3	3
22.	Accountants	1	2	3	16	13
23.	Accounts Officers	3	6	9	36	27
24.	Assistant Accounts Officers	2	0	2	2	0
25.	Internal Auditors	0	2	2	6	4
26.	Internal Audit Officers	1	1	2	8	6
27.	Legal Officer	2	1	3	8	5
28.	Information Officers	2	2	4	6	2
29.	Supplies Officers	5	3	8	7	-1
30.	Procurement Officers	1	2	3	7	4
31.	Assistant Supply Officers	1	0	1	1	0
32.	Human Resources Officers	1	2	3	5	2
33.	Administrative Officers	2	3	5	6	1
34.	Estate Officer	0	0	0	9	9
35.	Marketing Officer	0	0	0	2	2
36.	Transportation Officers	0	0	0	2	2
37.	Office Management Secretary	0	5	5	31	26
38.	Records Management Assistants	1	4	5	5	0
39.	Drivers	22	1	23	71	48
40.	Plant Operators	8	0	8	51	43
41.	Office Assistants	1	2	3	3	0
42.	Security Guards	1	2	3	3	0
Total		433	153	586	1242	656

4.3 Financial Resource

The National Irrigation Commission's (NIRC) revenue projection summary outlines a strategic transition toward financial autonomy by significantly strengthening internally

generated revenue to support sustainable irrigation development. Anchored on assumptions of improved collection efficiency, digital enforcement, and the expansion of irrigation schemes, the projections reflect an ambitious upward path transitioning from a stable historical baseline to a high growth phase from 2026/27 through 2030/31. By focusing on institutional capacity building and stakeholder compliance, the Commission aims to reduce dependency on external funding and ensure a predictable financial base for its long-term strategic priorities, effectively aligning its financial resources with the broader national agricultural transformation agenda. The detailed year-on-year revenue breakdown and growth projections are presented in the table below:

Table 4: Revenue Projections

CATEGORY	INTERNAL SOURCES (IDF)	GOVERNEMENT SUBVENTION			DEVELOPMENT PARTNERS	
FINANCIAL YEAR		PE	OC	DEV	TFSRP	TRIP 2
2021/2022	712,044,975.00	3,100,137,000.00	1,918,103,957.30	5,935,965,969.22		
2022/2023	713,594,825.00	4,116,037,200.00	16,876,503,377.25	85,519,396,548.54		
2023/2024	2,141,706,727.00	6,710,855,940.29	9,491,480,511.80	149,023,108,930.36	2,170,920,000.00	-
2024/2025	1,852,566,645.86	6,947,156,376.00	10,321,892,898.11	225,911,548,803.76	24,479,473,290.44	-
Estimates 2025/26	3,600,000,000.00	8,267,617,000.00	65,148,830,000.00	259,617,801,000.00	49,104,160,000.00	5,737,046,473.90
Projections 2026/27	2,000,771,977.53	7,641,872,013.60	11,354,082,187.92	248,502,703,684.14	31,628,800,000.00	67,715,982,428.15
Projections 2027/28	2,200,849,175.28	8,406,059,214.96	12,489,490,406.71	273,352,974,052.55	52,879,400,000.00	51,676,330,417.11
Projections 2028/29	2,486,959,568.07	9,246,665,136.46	13,738,439,447.38	300,688,271,457.81	-	2,800,258,575.52
Projections 2029/30	2,835,133,907.60	10,171,331,650.10	15,112,283,392.12	330,757,098,603.59	-	512,962,080.61
Projections 2030/31	3,260,403,993.74	11,188,464,815.11	16,623,511,731.34	363,832,808,463.94	0	128,442,580,000.00

4.4 Technological Resource

The National Irrigation Commission recognizes digital transformation as a critical enabler for the efficient implementation of its mandate. An assessment of the current technological resource base reveals a significant gap between the existing infrastructure and the requirements for a modernized and data-driven organization.

4.4.1 Analysis of the Technological Gap

The analysis of the Commission's software and systems for the 2026/27–2030/31 period highlights three critical areas of concern:

- **Core Operational Systems Deficit:** The Commission currently faces a total absence (0%) of specialized systems critical for its core business, including **Construction Design Software, Fleet Management** and **Construction Machinery Hiring Systems**. The lack of design software specifically hinders the internal capacity to generate high-quality engineering blueprints for the 201 planned irrigation schemes.
- **Scale-up of the Irrigation Management Information System (iMIS):** While the iMIS is semi functional, it currently supports only 50 concurrent users. To meet the strategic objective of digitalizing all 5 million hectares of irrigation land and registering private irrigators, the Commission requires a **ten-fold increase** in capacity to 500 concurrent users.
- **Infrastructure and Security Vulnerabilities:** There is a stark deficiency in cybersecurity and basic infrastructure. **Antivirus and OS licenses** cover less than 65% of the requirement and **ICT infrastructure at regional offices** is almost non-existent, with only 1 out of 25 offices currently equipped. This decentralization gap poses a high risk to data integrity and real-time monitoring of regional projects.
- **Administrative Efficiency:** The requirement for a **Biometric Attendance System** (moving from 100 to 1,000 licenses) and a **Board Management System** underscores the Commission's drive toward enhanced accountability and paperless governance.

4.4.2 Strategic Implications

To bridge these gaps, the Commission will prioritize the procurement of enterprise-wide licenses and the stabilization of internet services across all 25 regional hubs. Investing in these technological resources is not merely an administrative upgrade but a prerequisite for the fulfillment of the **AMP 2050 digital transformation goals**.

Table 5: Technological Resource Matrix

No.	Type of Software/System	Measure	Current	Requirement
1.	Operating System	License	425	640
2.	Antivirus software	License	275	480
3.	Microsoft Office system	License	275	480
4.	Biometric Attendance System	License	100	1,000
5.	Car Tracking System	Subscription	25	
6.	Fleet Management System	License	0	100
7.	Construction machineries hiring system	Concurrent users	0	50
8.	Board Management System	Subscription	0	30
9.	Construction design software	Licenses	0	100
10.	Irrigation Management Information System	Concurrent users	50	500
11.	Asset Management System	Subscription	2	20
12.	Helpdesk System	Subscription	0	50
13.	Network Monitoring tools	License	0	5
14.	Security Management System	License	0	20
15.	Internet service provision	Subscription	2	26
16.	ICT infrastructure at regional irrigation offices	Offices	1	25

CHAPTER FIVE

RESULTS FRAMEWORK

5.1 Purpose of the Structure

The Results Framework serves as the strategic blueprint for the National Irrigation Commission, outlining the logic and pathway toward achieving a modernized irrigation sector. It articulates a clear "Results Chain" that connects the Commission's current baseline to its future aspirations for the 2026/27–2030/31 period. This framework is designed to ensure that every investment, whether human, financial or technological, is purposefully directed toward achieving measurable and sustainable impact.

The Results Chain demonstrates how strategic inputs and activities are systematically translated into concrete outputs. These outputs are expected to generate intermediate outcomes that fulfill the Commission's Strategic Objectives, ultimately contributing to a resilient, productive and well-governed irrigation sector. By aligning operational actions with high-level impacts such as food and nutrition security and national socio-economic transformation, this framework provides a robust basis for accountability and performance tracking.

5.2 The development Objective

The overall development objective of the National Irrigation Commission for the 2026/27–2030/31 period is **"To contribute to national food security and enhance economic resilience through sustainable irrigation."**

5.3 Beneficiaries of the organization services

The implementation of the Strategic Plan (2026/27–2030/31) is designed to deliver socio-economic benefits to a diverse range of stakeholders. The primary beneficiaries are the smallholder farmers and private irrigators who will gain through improved infrastructure, modern technologies, and reliable water management. Additionally, the broader Tanzanian population will benefit as secondary beneficiaries through enhanced food security, increased employment opportunities in the agricultural value chain, and overall national economic growth. The Commission remains committed to

ensuring that these benefits are inclusive, reaching women, youth and marginalized groups across the country.

5.4 Linkage with the National Frameworks

The National Irrigation Commission Strategic Plan is aligned with Tanzania's overarching national development frameworks to ensure policy coherence, results-based implementation and contribution to long-term national transformation. The Plan responds to strategic priorities set out in Tanzania Development Vision (DIRA 2050): FYDP I, sectoral policies and cross-cutting frameworks by positioning irrigation as a key economic and productive infrastructure for agricultural transformation, climate resilience, food security and inclusive growth.

Accordingly, the Strategic Plan prioritizes expansion and modernization of irrigation infrastructure, efficient and sustainable water and land use, institutional strengthening, digitalization, good governance, private sector participation and human capital development. Cross-cutting national priorities on environmental sustainability, youth employment, health, integrity and accountability are mainstreamed to ensure holistic and sustainable implementation. The alignment between the Strategic Plan and the relevant national frameworks and flagship programs is summarized in Table 6.

Table 6: Alignment between NIRC Strategic Plan and National Frameworks

National Framework	Key National Priority	Relevant Focus in NIRC Strategic Plan
Tanzania Development Vision 2050	Transformation of agriculture into a productive, competitive and sustainable sector; irrigation as a driver of climate-resilient agriculture	Expansion and modernization of irrigation infrastructure; adoption of climate-smart irrigation technologies; empowerment of smallholder farmers
Ruling Party Manifesto 2025	Expansion of irrigation area to 5,000,000 ha by 2030; construction of dams, boreholes and schemes	Accelerated irrigation infrastructure development; construction and rehabilitation of schemes and water storage facilities; public awareness on irrigated agriculture
Agenda 10/30	Increase irrigated area to 8,500,000 ha by 2030; shift from rain-fed to irrigated production	Large-scale irrigation development; construction of dams and block farm infrastructure; capacity building of irrigators
Agriculture	Promotion of PPPs; water	Promotion of PPPs;

Policy 2013	use efficiency; cost sharing and cost recovery; strengthening irrigators' organizations	strengthening Irrigation Service Fee mechanisms; water-efficient technologies; institutional strengthening of IOs
National Irrigation Master Plan (2018)	Expansion and rehabilitation of irrigation schemes; institutional strengthening; mapping irrigation potential	Development and rehabilitation of schemes; strengthening regional and district irrigation offices; registration of IOs; capacity building
National ICT Policy 2016	Use of ICT to improve productivity, data management and service delivery	Centralized irrigation data management; iMIS implementation; digital monitoring and reporting systems
National Environmental Policy 2021	Mainstreaming environmental management in all development projects	Conduct of EIAs and environmental audits; promotion of eco-friendly and climate-smart irrigation technologies
National Land Policy 2023	Secure land tenure; optimal land use for socio-economic development	Identification, declaration and development of potential irrigation areas; prioritization of strategic irrigation zones
National Irrigation Policy 2010	Sustainable and efficient use of irrigation water; increased public and private investment	Investment in irrigation infrastructure; efficient water use; promotion of PPPs; strengthening institutional capacity
National Water Policy (2002, revised 2025)	Integrated Water Resources Management (IWRM); protection of water sources	Adoption of IWRM principles; construction of multipurpose dams; water-efficient irrigation systems
HIV/AIDS National Policy 2001	Workplace prevention, care and support; non-discrimination	Mainstreaming HIV/AIDS and NCDs programs; staff awareness, prevention and support services
NACSAP IV (2023–2030)	Transparency, accountability and zero tolerance to corruption	Strengthened governance, internal controls, ethics training and accountability mechanisms
Tanzania Agriculture Master Plan 2050	Irrigation as catalyst for agricultural transformation; digital systems; PPPs	Expansion of irrigated land; rehabilitation of schemes; digital irrigator registry; strengthening PPP frameworks
MoA Strategic Plan (2021–2026)	Productivity, value addition and sustainable resource management	Irrigation infrastructure development; capacity building; efficient water use; private sector engagement
DIRA FYDP (2026/27–2030/31)	Flagship 3: National Irrigation and Agro-Industrial Transformation (NAGITA)-To modernize and expand	Climate-resilient, value-chain-driven irrigation systems; agro-industrial support; employment creation

	irrigation and agro-processing infrastructure to enhance productivity, strengthen agro-industrial value chains, and improve food security and export competitiveness.	
National Youth Development Policy 2007	Youth employment and participation in economic activities	Promotion of youth engagement in irrigated agriculture and irrigation-related value chains

5.5 Result Chain

The Results Chain articulates the strategic pathway through which the National Irrigation Commission intends to achieve the desired transformation of the irrigation sector during the Strategic Plan period. It clearly shows where the Commission is starting from, what interventions will be undertaken, and where the Strategic Plan aims to take the irrigation sector. The chain demonstrates how resources will be strategically invested and translated into concrete actions, deliver tangible outputs, generate measurable improvements in performance and sustainability, and ultimately contribute to a resilient, productive, and well-governed irrigation sector that supports agricultural transformation, food and nutrition security, and national socio-economic development. Table 7 presents the Results Chain, showing how inputs and activities under the Strategic Plan are expected to generate outputs, lead to intermediate outcomes, achieve the Strategic Objectives, and contribute to the overall impact.

Table 7: Result Chain Matrix

Results Level	Description
 Impact	A sustainable, climate-resilient and efficiently governed irrigation sector that drives agricultural transformation, food and nutrition security, employment creation and inclusive socio-economic development.
Development Objective	National food security and enhance economic resilience through sustainable irrigation
Intermediate Outcomes	i. Increased area under irrigation and employment in irrigated agriculture - Improved water-use efficiency and adoption of modern irrigation technologies ii. Improved crop productivity and sustainable OMM

	practices in irrigation schemes iii. Strengthened institutional efficiency, revenue generation, governance, and staff productivity improved staff wellbeing.
Outputs	✓ New and rehabilitated irrigation schemes, dams, boreholes, and construction equipment centers ✓ Established irrigation databases, research registers, and completed impact studies ✓ Registered irrigators' organizations and private irrigators with strengthened extension services ✓ Updated legal instruments, strengthened internal controls, functional MEL systems, and improved working facilities
Activities / Interventions	✓ Conduct feasibility studies, detailed designs, construction and rehabilitation of irrigation infrastructure ✓ Undertake irrigation research, impact studies, data collection, and dissemination of technologies ✓ Register irrigators, strengthen OMM practices, and promote climate-smart irrigation technologies ✓ Strengthen revenue mobilization, financial management, procurement, HR capacity, MEL, risk management, and stakeholder coordination ✓ Conduct awareness campaigns, trainings, screenings, and institutional wellness programs ✓ Review and implement anti-corruption policies, ethics sensitization, and integrity mechanisms
Inputs	✓ Government budget allocations, IDF revenues, and partner financing ✓ Skilled human resources and institutional structures ✓ Legal, policy and regulatory frameworks ✓ ICT systems, equipment, plants and machinery ✓ Partnerships with MDAs, LGAs, private sector, research institutions and development partners

5.6 Results Framework Matrix

The Results Framework Matrix presents the logical linkage between development objectives, outcomes, outputs, indicators, and targets of the Strategic Plan. It provides a results-based structure for tracking progress, measuring performance, and assessing the contribution of planned interventions towards achieving the intended outcomes and long-term development goals. The matrix serves as a key tool for planning, monitoring, evaluation, and accountability throughout the implementation of the Strategic Plan.

Table 8: Results Framework Matrix

DEVELOPMENT OBJECTIVE	CODE	OBJECTIVE	INTERMEDIATE OUTCOMES	OUTCOME INDICATORS
Contribute to national food security and enhance economic resilience through sustainable irrigation	A.	HIV/AIDS Infections and Non-Communicable Diseases Reduced and Supportive Services Improved	i. Improved Staff Wellbeing ii. Enhanced Health Awareness iii. Mainstreamed Health Policy	i. HIV prevalence rate ii. NCDs Prevalence rate iii. Staff LWHA supported
	B.	Effective Implementation of National Anti-Corruption Strategy enhanced and sustained	i. Reduced corruption incidence and cases. ii. Increased adherence to public service ethics.	i. Corruption incidence rate ii. Resolved corruption cases
	C.	Irrigation infrastructure development enhanced	i. Increased area under production ii. Increased employment in irrigated agriculture	i. Area under irrigation ii. Employment level in irrigation
	D.	Research and Innovation on Irrigation enhanced	i. Water use efficiency improved ii. Modern irrigation technologies adoption increase	i. Water use efficiency ii. Production cost iii. Irrigation Tech. adoption rate
	E.	Sustainability of irrigation practices enhanced	i. Increased registered Irrigators Organizations ii. Increased productivity of irrigated crops iii. Increased OMM practices in irrigation iv. Minimized climate change impacts v. Increase compliance on NIA and its Regulations	i. Registered IOs ii. Registered private irrigators iii. Irrigated Crop yield level iv. Schemes practicing OMM v. Climate resilient practices adoption rate vi. Compliance of the law
	F.	Capacity of the Commission services delivery improved	i. Increased revenue collection ii. Sustained financial integrity and compliance iii. Improved staff productivity level iv. Reduced Staff Turnover.	i. Revenue growth rate ii. Audit opinion iii. Staff productivity ratio iv. Staff turnover

5.7 Monitoring, Review and Evaluation plan

5.7.1 Monitoring Plan

Effective implementation of the Strategic Plan for irrigation development requires continuous and systematic monitoring to ensure that planned interventions translate into tangible results on the ground. The Monitoring Plan therefore supports evidence-based decision-making by enabling the Commission to use performance information to improve coordination, resource allocation, and service delivery. Through regular monitoring, the Commission will be able to strengthen accountability, enhance learning, and ensure that irrigation interventions remain aligned with national priorities, climate resilience objectives and the expected results of the Strategic Plan.

Table 9: Monitoring Plan

No.	Indicator	Indicator Description	Baseline		Indicative Target Value					Data Collection Methods and Analysis			Means of Verification	Frequency of Reporting	Responsibility of Data Collection
			Date	Value	Y1	Y2	Y3	Y4	Y5	Data Sources	Data Collection Method and Instrument	Frequency of Data Collection			
1.	HIV prevalence rate	This indicator shows the effectiveness of HIV preventive initiatives at the place of work. It is calculated as $(\text{Staff with HIV} \div \text{Total staff}) \times 100$ based on voluntary disclosure and medical reports.	2025	5	4	3	2	1	0	NIRC	Voluntary Testing	Annually	HR reports	Annually	DAHRM
2.	NCDs Prevalence rate	This indicator shows the effectiveness of NCDs preventive initiatives at the place of work. It is calculated as $(\text{Staff with NCDs} \div \text{Total staff}) \times 100$ via annual screenings.	2025	TBD					0	NIRC	Report	annually		Annual	DAHRM

No.	Indicator	Indicator Description	Baseline		Indicative Target Value					Data Collection Methods and Analysis			Means of Verification	Frequency of Reporting	Responsibility of Data Collection
			Date	Value	Y1	Y2	Y3	Y4	Y5	Data Sources	Data Collection Method and Instrument	Frequency of Data Collection			
3.	Staff LWHA supported	This measures commitment of the Commission in supporting Staff living with HIV and AIDS. It is measured as a headcount of staff receiving medical and nutritional packages.	2025	5					5	NIRC	Report	annually		Annual	DAHRM
4.	Corruption incidence rate	This measures the Commission efforts in combating Corruption at work place. It is calculated by number of proven corruption cases divided by total corruption cases reported X 100	2025	0	0	0	0	0	0						
5.	Resolved	This indicator measures the	2025	0	0	0	0	0	0				Ethic Committ		

No.	Indicator	Indicator Description	Baseline		Indicative Target Value					Data Collection Methods and Analysis			Means of Verification	Frequency of Reporting	Responsibility of Data Collection
			Date	Value	Y1	Y2	Y3	Y4	Y5	Data Sources	Data Collection Method and Instrument	Frequency of Data Collection			
	corruption cases	Commission promptness in addressing reported corruption cases at work place. It is calculated as (Concluded cases ÷ Total reported cases) × 100.											ee Report		
6.	Area under irrigation	This indicator measures the effectiveness of the Commission's interventions for increasing irrigation area. It is measured as the total functional irrigation area.	2025	0.983 Mha	1.5Mha	2.5Mha	3.5Mha	4.5Mha	5Mha	NIRC	Field Survey	Annual	Progress reports	Annually	DPME
7.	Employment level in irrigation	This indicator measures the Commission efforts to	2025	TBD	500,000	600,000	900,000	1,200,000	1,500,000	NIRC	Baseline survey	Annual	Survey report	Annually	DO

No.	Indicator	Indicator Description	Baseline		Indicative Target Value					Data Collection Methods and Analysis			Means of Verification	Frequency of Reporting	Responsibility of Data Collection
			Date	Value	Y1	Y2	Y3	Y4	Y5	Data Sources	Data Collection Method and Instrument	Frequency of Data Collection			
		generate jobs and improve livelihood through irrigation development. It is estimated from registered farmers and labor data converted to Full-Time Equivalents.													
8.	Water use efficiency	This indicator shows the effectiveness of the Commission's initiatives toward improving irrigation water use. It is measured as the ratio of water reaching crop roots versus volume withdrawn at the intake.	2025	25%					40%	NIRC	Research survey	Annual	Research report	Annually	DO

No.	Indicator	Indicator Description	Baseline		Indicative Target Value					Data Collection Methods and Analysis			Means of Verification	Frequency of Reporting	Responsibility of Data Collection
			Date	Value	Y1	Y2	Y3	Y4	Y5	Data Sources	Data Collection Method and Instrument	Frequency of Data Collection			
9.	Production cost	This measures the effectiveness of the Commission's interventions in reducing expenses incurred by the farmer in crop establishment. It is calculated as average expenditure per area.	2025	NIRC					1,600,000	NIRC	Farm water Management survey	Annual	Farm water Management survey report	Annually	DO
10.	Irrigation Technology adoption rate	This indicator measures the Commission's efforts in promoting efficient irrigation technologies. It is calculated as $(\text{Schemes using modern tech} \div \text{Total schemes}) \times 100$ via the	2025							NIRC	Field Survey	Annual	Field survey report	Annually	DDR

No.	Indicator	Indicator Description	Baseline		Indicative Target Value					Data Collection Methods and Analysis			Means of Verification	Frequency of Reporting	Responsibility of Data Collection
			Date	Value	Y1	Y2	Y3	Y4	Y5	Data Sources	Data Collection Method and Instrument	Frequency of Data Collection			
		National Database.													
11.	Registered IOs	This measures the effectiveness of the Commission's initiatives in registering New Irrigation organizations. It is measured as the total count of Irrigation Organizations (IOs) holding valid registration certificates.	2025	1,013	1,100	1,200	1,300	1,400	1,500	NIRC	Manual and Digital registration	Annual	Registration records	Annually	DO
12.	Registered private irrigators	This measures the effectiveness of the Commission's initiatives in registering Private irrigators. It is measured as the total count of	2025	0					100	NIRC	Manual and digital registration	Annual	Registration records	Annually	DO

No.	Indicator	Indicator Description	Baseline		Indicative Target Value					Data Collection Methods and Analysis			Means of Verification	Frequency of Reporting	Responsibility of Data Collection
			Date	Value	Y1	Y2	Y3	Y4	Y5	Data Sources	Data Collection Method and Instrument	Frequency of Data Collection			
		private entities entered into the NIRC Digital Database.													
13.	Irrigated Crop yield level	This measures the effectiveness of the Commission's interventions toward improving crop productivity. It is measured as average tonnage per area based on seasonal crop yield.	2025	2.5	3.5	4.0	5.5	6.0	6.5	NIRC	Field survey	Annual	Survey report	Annually	DO
14.	OMM practicing rate	This measures the effectiveness of the Commission's efforts towards improving irrigation sustainability. It is measured as the number of schemes with	2025	1,000	300	300	300	300	500	NIRC	Field survey	Annual	Field reports	Annually	DO

No.	Indicator	Indicator Description	Baseline		Indicative Target Value					Data Collection Methods and Analysis			Means of Verification	Frequency of Reporting	Responsibility of Data Collection
			Date	Value	Y1	Y2	Y3	Y4	Y5	Data Sources	Data Collection Method and Instrument	Frequency of Data Collection			
		active and funded Operation, Maintenance, and Management plans versus the total number of irrigation schemes.													
15.	Climate resilient practices adoption rate	This Measures the effectiveness of the Commission in promoting Climate resilient practices in irrigation. It is calculated as (Schemes with climate-smart infrastructure ÷ Total schemes) × 100	2025	1,000	300	300	300	300	300	NIRC	Field Survey	Annual	Field survey report	Annually	DO
16.	Revenue growth rate	This measures the effectiveness of the	2025	1.8 bil. (TZS)	2.0 Bil.	2.5 Bil.	3.0 Bil.	3.2 Bil.	3.6B Bil. (TZS)	NIRC	GePG	Annual	GePG Report	Annually	DO

No.	Indicator	Indicator Description	Baseline		Indicative Target Value					Data Collection Methods and Analysis			Means of Verification	Frequency of Reporting	Responsibility of Data Collection
			Date	Value	Y1	Y2	Y3	Y4	Y5	Data Sources	Data Collection Method and Instrument	Frequency of Data Collection			
		Commissions efforts in revenue mobilization. It is calculated as [(Current Year - Previous Year) ÷ Previous Year Revenue] × 100.													
17.	Audit opinion	This measures the effectiveness of the Commission's effort in improving internal controls. Issued by the Controller and Auditor General.	2025	Unqualified opinion	Unqualified opinion	Unqualified opinion	Unqualified opinion	Unqualified opinion	Unqualified opinion	NIRC	Audit	Annually	Annual Audit Report (CAG Report)	Annually	Internal Auditor
18.	Staff productivity ratio	This measures the effectiveness of the Commission's effort toward improving staff productivity.	2025							NIRC	PEPMIS	Annually	Annual Performance Report	Annually	DAHRM

No.	Indicator	Indicator Description	Baseline		Indicative Target Value					Data Collection Methods and Analysis			Means of Verification	Frequency of Reporting	Responsibility of Data Collection
			Date	Value	Y1	Y2	Y3	Y4	Y5	Data Sources	Data Collection Method and Instrument	Frequency of Data Collection			
		It is calculated as (Completed tasks ÷ Assigned tasks) × 100.													
19.	Staff turnover	This measures the Commission's efforts towards satisfying staff. It is calculated as (Staff leaving during the year ÷ total staff) × 100	2025	1.14	0	0	0	0	0	NIRC	HR Records (HCIMS)	Annually	Human Resource Reports	Annually	DAHRM

5.7.2 Review Meetings

Effective implementation of the Strategic Plan requires regular and structured review meetings to monitor progress, assess performance, address implementation challenges and support informed decision-making. The Commission has established a range of review meetings at strategic, managerial and operational levels to strengthen coordination, accountability and oversight across programs and functions. These meetings provide platforms for reviewing operational, financial, governance and cross-cutting issues, while ensuring timely feedback and corrective actions. The types of review meetings, their frequency, chairpersons and participants are outlined in Table 10.

Table 10: Review Meetings

SN	Type of Meeting		Frequency	Designation of Chairperson	Participants
1.	Workers Meeting	Council	Semi Annual	DG	NIRC Management, representative from regions, TUGHE
2.	Management Meeting		Monthly	DG	NIRC Management
3.	Department/Unit Staff Meetings		Monthly	HoD	Staff
4.	RIOs/DIOs Meetings	Staff	Monthly	RIE/DIE	Staff
5.	Recruitment Committee		Ad hoc	Appointed by DG	Appointed Member from department,
6.	HIV, AIDS and NCD Meeting		Quarterly	DG	DAHRM. CA, DPME, Rep TUGHE, Doctor, Victim ready to disclose, Coordinator
7.	Integrity Meeting	Committee	Quarterly	Appointed by DG	External 1 member and Internal 4 member
8.	Board Meeting		Quarterly	Board Chairman	Board Members, NIRC Management
9.	Tender Meeting	Board	Quarterly	Appointed by DG	Appointed Member from NIRC Management

10.	ICT Committee	Steering	Quarterly	DG	HICT, DPME, CA, CIA, PMU, DID
11.	Audit Meeting	Committee	Quarterly	Committee Chairperson	Appointed NIRC Management
12.	Budget Meeting	Committee	Quarterly	DG	NIRC Management
13.	NACSAPIV Management Committee	Special	Quarterly	DG	NIRC Management
14.	Milestone Meeting	Review	Quarterly	DPME	

5.7 3 Planned milestones Review

Planned milestone reviews will serve as a key mechanism for tracking progress of major deliverables under the Strategic Plan and ensuring timely achievement of priority interventions. The milestones outline critical outputs to be attained within specific financial years and provide clear reference points for assessing implementation performance across infrastructure development, institutional strengthening, resource mobilization and system development. Regular milestone reviews will enable the Commission to identify delays, address bottlenecks, strengthen accountability among responsible units and take corrective actions where necessary. The planned milestones, timelines and responsible departments for the implementation period are presented in Table 11.

Table 11: Planed Milestone

<i>Years</i>	<i>Planned Reviews</i>	<i>Milestones</i>	<i>Time Frame</i>	<i>Responsible</i>
2026/27	Four reviews	Construction of 30 new irrigation schemes completed	June, 2027	DID
		Rehabilitation of xx irrigation schemes completed	June, 2027	DID
		Construction of 146 irrigation dams completed	June, 2027	DID
		Drilling of 1,000 irrigation boreholes completed	June, 2027	DID
		Feasibility studies and design of 180 irrigation schemes	June, 2027	DDR
		Feasibility studies and design	June, 2027	DDR

2027/28		of 30 irrigation dams		
		30 ongoing construction projects inspected for quality assurance	June, 2027	HCQA
		One (1) regional irrigation office completed	June, 2027	DAHRM
		300 irrigators organization registered	June, 2027	DO
		2.2 billion IDF revenue collected	June, 2027	DO
		500 OMM contracts signed	June, 2027	DO
		iMIS development completed	June, 2027	HICT
	Four reviews)	Construction of 50 new irrigation schemes completed	June, 2028	DID
		Rehabilitation of 96 irrigation schemes completed	June, 2028	DID
		Construction of 23 irrigation dams completed	June, 2028	DID
		Drilling of 1,000 irrigation boreholes completed	June, 2028	DID
		Feasibility studies and design of 180 irrigation schemes	June, 2028	DDR
		Feasibility studies and design of five (5) strategic irrigation projects	June, 2028	DDR
		Feasibility studies and design of 30 irrigation dams	June, 2028	DDR
		30 ongoing construction projects inspected for quality assurance	June, 2028	HCQA
		One (1) regional irrigation office completed	June, 2028	DAHRM
		300 irrigators organization registered	June, 2028	DO
		2.2 billion IDF revenue collected	June, 2028	DO
		100 OMM contracts signed	June, 2028	DO
		IDF revenue collection strategy reviewed and implemented		DO
		Resource mobilization strategy developed and operationalized	June, 2028	DPME
		Stakeholders' engagement strategy developed	June, 2028	DO
		Private irrigators registration guideline developed	June, 2028	DO
2028/29	Four	Irrigation database developed	June, 2028	DPME
		Construction of 50 new	June, 2029	DID

2029/30	Four reviews	reviews	irrigation schemes completed		
			Rehabilitation of 96 irrigation schemes completed	June, 2029	DID
			Construction of 10 irrigation dams completed	June, 2029	DID
			Drilling of 1,000 irrigation boreholes completed	June, 2029	DID
			Feasibility studies and design of 120 irrigation schemes	June, 2029	DDR
			Feasibility studies and design of 20 irrigation dams	June, 2029	DDR
			30 ongoing construction projects inspected for quality assurance	June, 2029	HCQA
			One (1) regional irrigation office completed	June, 2029	DAHRM
			300 irrigators organization registered	June, 2029	DO
			2.2 billion IDF revenue collected	June, 2029	DO
			100 OMM contracts signed	June, 2029	DO
			Construction of 50 new irrigation schemes completed	June, 2030	DID
			Rehabilitation of xx irrigation schemes completed	June, 2030	DID
			Construction of xxxx irrigation dams completed	June, 2030	DID
			Drilling of 1,000 irrigation boreholes completed	June, 2030	DID
			Feasibility studies and design of 60 irrigation schemes	June, 2030	DDR
			Feasibility studies and design of three (3) strategic irrigation Projects	June, 2030	DDR
			Feasibility studies and design of 10 irrigation dams	June, 2030	DDR
			30 ongoing construction projects inspected for quality assurance	June, 2030	HCQA
2030/31	Two reviews		One (1) regional irrigation office completed	June, 2030	DAHRM
			300 irrigators organization registered	June, 2030	DO
			2.2 billion IDF revenue collected	June, 2030	DO
			100 OMM contracts signed	June, 2030	DO
			Construction of 50 new irrigation schemes completed	June, 2031	DID

(mid-year and annual)	Rehabilitation of xx irrigation schemes completed	June, 2031	DID
	Construction of xxxx irrigation dams completed	June, 2031	DID
	Drilling of 1,000 irrigation boreholes completed	June, 2031	DID
	Feasibility studies and design of 60 irrigation schemes	June, 2031	DDR
	Feasibility studies and design of 10 irrigation dams	June, 2031	DDR
	Feasibility studies and design of three (3) strategic irrigation Projects	June, 2031	DDR
	26 ongoing construction projects inspected for quality assurance	June, 2031	HCQA
	One (1) regional irrigation office completed	June, 2031	DAHRM
	300 irrigators organization registered	June, 2031	DO
	2.2 billion IDF revenue collected	June, 2031	DO
	100 OMM contracts signed	June, 2031	DO

5.7.4 Rapid Appraisals

Rapid appraisals will be used as flexible and cost-effective tools to generate timely information that supports monitoring, learning and adaptive management during implementation of the Strategic Plan. These appraisals will complement routine monitoring by providing quick insights into the status of irrigation schemes, private irrigator engagement, stakeholder satisfaction, adoption of climate-smart practices and socio-economic impacts of irrigation interventions. Through targeted data collection methods such as surveys, interviews, observations and records reviews, the Commission will be able to identify emerging issues, assess effectiveness of interventions and inform corrective actions. The planned rapid appraisals, their scope, methodologies, timeframes and responsible units are presented in the table below.

Table 12: Rapid Appraisal

SN	Rapid Appraisal	Description	Appraisal Questions	Methodology	Timeframe	Responsible Person
1.	Baseline data collection	Establishes starting point for schemes	What is the current status of schemes? Water storage capacity Gender and youth participation rate in irrigation	Records review, surveys, interviews, observation	July 2026 -June 2031	DID, DDR & DO
2	Private Irrigators Database	Documents private irrigation initiatives.	Who are private irrigators?	Data forms, interviews, verification visits	July 2026 -June 2031	DPME
4	Stakeholder Satisfaction Survey	Gauges farmers' perceptions of irrigation services and scheme performance.	- Are farmers satisfied with water distribution? - Do they feel supported by NIC? - What improvements do they suggest?	- Household mini-surveys - Focus group discussions - Stakeholder interviews	July 2026 -June 2031	DPME \$ DO
5	Climate Resilience Practices Adoption	Assesses whether farmers are applying climate-smart irrigation practices.	- Are farmers using drought-tolerant crops? - Are water-saving technologies adopted? - What barriers exist?	- Farmer interviews - Observation of practices - Review of training records	July 2026 -June 2031	DO & ESMU

6	Irrigation impact Assessment	Evaluates economical changes from irrigation.	Has irrigation improved livelihoods? ○ Impact of training ○ Technology adoption	Household surveys, FGDs	July 2026 - June 2031	DPME
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5.7.5 Evaluation Plan

The Evaluation Plan serves as a strategic oversight mechanism to assess the effectiveness, efficiency and impact of the Commission's interventions. Beyond routine monitoring, this plan is designed to provide an objective evidence-based analysis of whether the strategic objectives ranging from infrastructure expansion to institutional service delivery are achieving their intended outcomes. By conducting annual reviews, a comprehensive Mid-term Evaluation and a final End-term Impact Assessment, the Commission ensures continuous learning and adaptive management. This framework guarantees that resources are utilized optimally to increase the area under irrigation and improve crop productivity, while maintaining the highest standards of accountability to all stakeholders.

Table 13: Evaluation Plan matrix

Evaluation	Description	Milestones	Methodology	Time frame (Annually)	Responsible Person
Irrigation Projects	Measure progress of the implementation of irrigation infrastructure construction	i. Construction of 150 irrigation projects completed by June, 2029 ii. Area under irrigation increased to 3.5Mha by June, 2029	i. Field survey ii. Review of progress reports	Periodic	DPME
NIRC Strategic Plan implementation	To assess the level of implementation of the NIRC Strategic Plan at mid-term and end term in order to determine progress, gaps, challenges and recommend corrective measures for the remaining implementation period.	50% of SP targets achieved by June, 2029	i. Document review ii. Interview	Periodic (after 2.5 year and at the end of 5 th year)	DPME
Commission service delivery	Assess the overall NIRC service delivery	Commission services to stakeholders improved by June, 2029	i. Interview ii. Feedback mechanism tools (E-mrejesho, suggestion boxes)	Annually	DAHRM

5.8 Reporting Plan (internal and external)

The reporting plan outlines the manner various information will be provided on all aspects of the strategic plan. The reporting plan focuses on internal reporting and external reporting.

5.8.1 Internal Reporting Plan

Internal reporting covers reports prepared and used within the NIRC. These are reports that are provided monthly, quarterly and semi-annually basis. Internal reporting plan shown in Table 14.

Table 14: Internal Reporting Plan

Sn	Type of Report	Recipient	Frequency	Responsible Person
1	Budget Performance report	DG	Quarterly	DPME
2	Internal audit report	DG	Quarterly	CIA
3	Risk Management report	DG	Quarterly	DPME
4	Monitoring and evaluation reports	DG	Quarterly	DPME
5	ASDP II Implementation report	DG	Quarterly	DPME
6	Financial reports	DG	Quarterly	CA
7	Financial statements	DG	Annually	CA
8	IDF revenue collection report	DG	Quarterly	CA
10	HIV, AIDS and NCDs reports	DG	Quarterly	DAHRM
11	Board Meeting reports	Board Chairman	Quarterly	DG
12	Integrity committee reports	DG	Quarterly	DAHRM
13	ICT Steering Committee Meeting Report	DG	Quarterly	HICT
14	Procurement reports	DG	Quarterly	HPMU
15	IOs audit, general assemblies and scheme performance and OMM reports	DG	Quarterly	DO

5.8.2 External Reporting Plan

External reporting includes all information that is provided outside the NIRC as described in Table 15.

Table 15: External Reporting Plan

S N	Type of Report	Recipient	Frequenc y	Responsible Person
1	Budget Performance report	i. Ministry of Finance ii. National Planning Commission iii. Ministry of Agriculture	Quarterly	DG
2	Monitoring and Evaluation reports	i. Ministry of Agriculture ii. Prime Minister Office	Quarterly	DG
3	ASDP Implementation report	Prime Minister Office	Quarterly	DG
4	Implementation Election Manifesto (CCM) 2025	Ministry of Agriculture	Semi Annual	DG
5	Internal audit report	Internal Audit General	Quarterly	DG
6	Financial statements	i. Ministry of Finance ii. CAG	Annually	DG
7	IDF revenue collection report	Ministry of Finance	Quarterly	DG
8	HIV, AIDS and NCDs reports	i. President Office Public Service Management and Good Governance ii. TACAIDS	Quarterly	DG
9	Ethics Committee reports	Chief Secretary	Quarterly	DG
10	Public Service report	Public Service Commission	Quarterly	DG
11	ICT Steering Committee Meeting Report	e-Government Authority - eGA	Quarterly	DG
12	Procurement reports	PPRA	Quarterly	DG
13	Clean energy report (National Clean Cooking Energy)	Ministry Agriculture	Quarterly	DG

5.9 Relationship between Results Framework, Result Chain, M&E and Reporting Arrangement

5.9.1 Level 1 – Inputs

The first level of the Results Framework tracks the allocation and use of resources for various activities. Resources availability will be reviewed on a quarterly basis and will be reported in respective implementation reports.

5.9.2 Level 2 – Activities

The second level of the Results Framework focuses on the realization of activities and the linkage between activities and outputs. Activities will be reviewed on quarterly basis and will be reported in quarterly reports. The reports will focus on the quality and timeliness of the activities implemented and will inform corrective action if the activities are not being delivered on time, to the expected quality or are not contributing to outputs.

5.9.3 Level 3 – Outputs

The third level of the Results Framework tracks the realization of the which are attributed solely to outcomes. Outputs or milestones, which have a significant impact on the achievement of the objectives, will be reviewed and reported quarterly. The reports will focus on how the outputs produced are delivering the outcomes and will inform corrective action if the outputs are not being delivered effectively or are not contributing to outcomes.

5.9.4 Level 4 - Outcomes

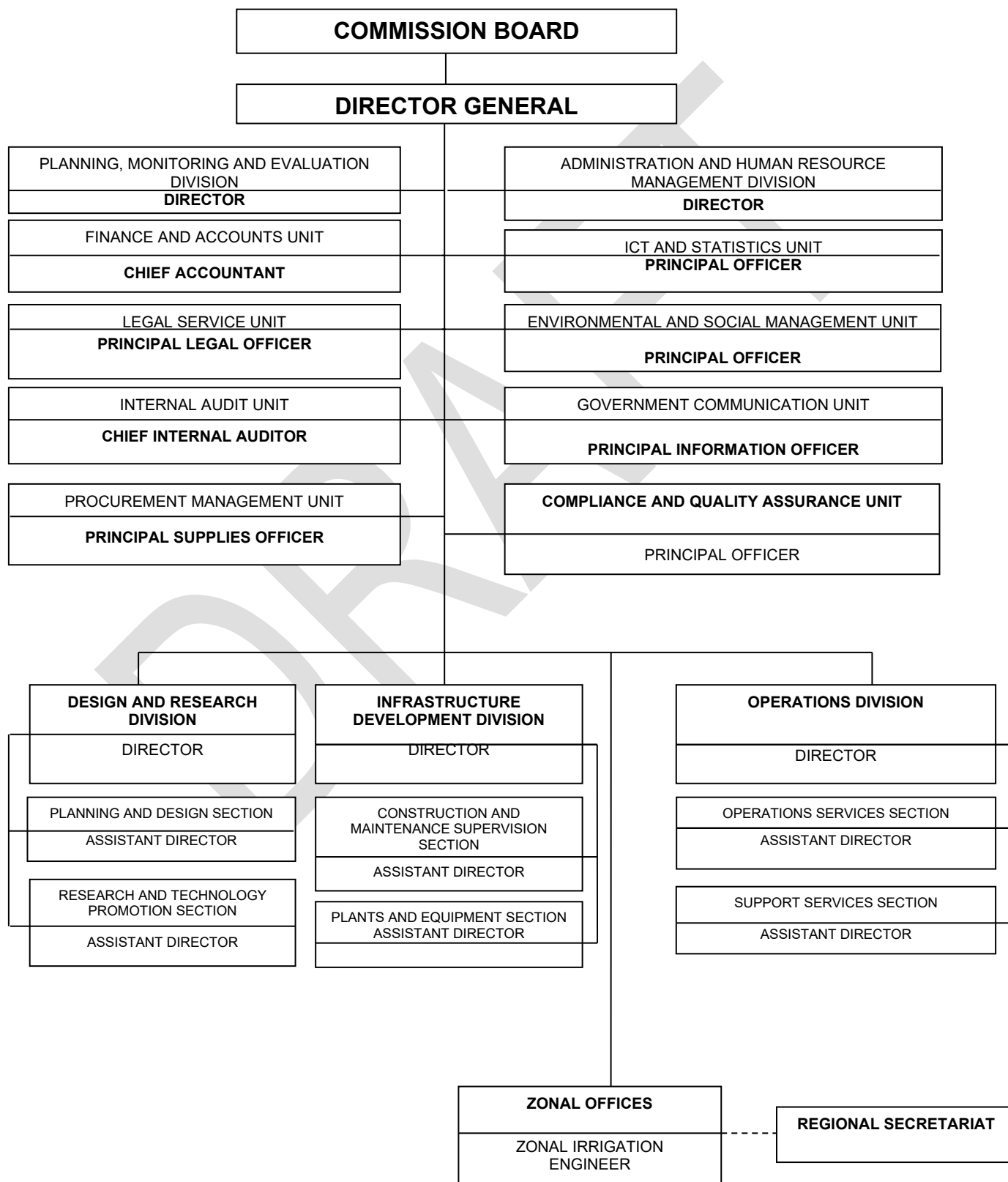
The fourth level of the Results Framework tracks the realization of the intermediate outcomes specified for each objective, though achievement of these outcomes may not be attributed alone as there will be several players contributing to these outcomes.

APPENDICES

Appendix 1: Organization Structure

THE APPROVED ORGANISATION STRUCTURE OF THE NATIONAL IRRIGATION COMMISSION

(Approved by the President on 15th November, 2018)



Appendix 2: Strategic Plan Matrix

CODE	OBJECTIVE	STRATEGY	TARGET	RESPONSIBLE	Outcome	Outcome indicators
	HIV/AIDS Infections and Non-Communicable Diseases Reduced and Supportive Services Improved	Enhance Institutional Policy and Governance for Health Wellness	Review of HIV/AIDS and NCDs Strategy and guidelines conducted by June 2031.	DAHRM	i. Improved Staff Wellbeing ii. Enhanced Health Awareness iii. Mainstreamed Health Policy	i. HIV prevalence rate ii. NCDs prevalence rate iii. Staff LWHA supported
			Establish and maintain a functional supportive system for Staff Living with HIV/AIDS (LWHA) by June 2031.			
		Promote Health Awareness and Preventive Lifestyle Practices	10 awareness campaigns and health screenings on HIV/AIDS and NCDs provided by June 2031.	DAHRM		
			Institutional wellness program developed and 100%			

			implemented by June 2031.			
	Effective Implementation of National Anti-Corruption Strategy enhanced and sustained	Increase Awareness training to staff on public services ethics	Zero incidence of corruption and ethical breaches maintained by June 2031.		i. Reduced corruption incidence and cases. ii. Increased adherence to public service ethics.	i. Corruption incidence ii. Resolved corruption cases
			100% of NIRC staff trained on the institutional anti-corruption policy and public service ethics by June 2028.			
		Promote Transparency & Accountability	12 Anti-corruption sensitization campaigns to staff and irrigators conducted by June 2031.			
			Whistleblowing procedures and Complaint			

			Handling Mechanism Guidelines fully operationalized in all regional offices by June 2031.			
	Irrigation infrastructure development enhanced	Strengthening irrigation projects planning and design	Feasibility studies and detail design for 700 irrigation projects conducted by June, 2031	DDR		
			Feasibility study and detail design for 9 Strategic Irrigation basin and GRID Irrigation project Completed by June, 2031			
		Strengthening irrigation infrastructure and facilities	201 New Irrigation schemes constructed by June, 2031	DID	i. Increased area under production ii. Increased employment in irrigated agriculture	i. Area under irrigation ii. Employment level in irrigation
			255 irrigation schemes rehabilitated by June, 2031	DID		

			100 Water storage facilities constructed by June, 2031	DID		
			13,000 boreholes drilled by June, 2031	DID		
			Tanzania Irrigation Construction Company (TICCO) operationalized by 2030	DID		
			Five (5) construction machineries hiring centers established by June, 2031	DID		
	Research and Innovation on Irrigation enhanced	Strengthening irrigation data and information systems	A National Irrigation database established and operationalized by June, 2031	DPME	i. Water use efficiency improved ii. Modern irrigation technologies adoption increase	i. Water use efficiency ii. Production cost iii. Irrigation Technology adoption rate
			Technical capacity for data management			

			increased by June 2031			
		Promoting irrigation research, innovation and technology transfer	Impact studies and research coordination framework established by June 2031	DDR		
			Dissemination of research findings by June 2031	DDR		
	Sustainability of irrigation practices enhanced	Strengthening irrigation extension services and community engagement	1,500 irrigators organization and 100 private irrigators registered by June, 2031	DO	i. Increased registered Irrigators Organizations ii. Increased productivity of irrigated crops iii. Increased OMM practices in irrigation iv. Minimized impacts of climate changes	i. Registered IOs ii. Registered private irrigators iii. Irrigated Crop yield level iv. Schemes practicing OMM v. Climate resilient practices adoption rate
			Crop productivity for paddy in 1,200 irrigation schemes	DO		

			improved from 2.5 tons/ha to 8 tons/ha by June 2031			
			Community engagement guideline developed and implemented by June, 2031	DO		
			Productivity of Horticultural crops in 200 irrigations scheme increased by 50% by June, 2031			
			Commission's participation in National, Regional and International Forums facilitated by June, 2031			
		Complying with National Irrigation Act, other laws and regulations	Legal and regulatory compliance across ongoing 556 irrigation infrastructure development	HLU		

			100% adhered by June, 2031.			
			Legal services to the Commission 100% provided by June, 2031	HLU		
			Stakeholders' awareness on NIA and its regulations in 1500 irrigation schemes conducted by June, 2031.	HLU		
		Conserving and protecting the environment and ecosystem	Environmental Management and conservation in Irrigation projects sustained by June, 2031	ESMU		
		Strengthening compliance with irrigation standards	Compliance of contracts which contains specification and standards to be used (eg. TBS, BS, STM) enhanced by June, 2031	CQA		

			Integrated Climate Smart irrigation practices and water-efficient technologies promoted in 800 irrigation schemes by June, 2031	DO		
			Operation, Maintenance and Management of 1000 irrigation schemes improved by June 2031	DO		
	Capacity of the Commission services delivery improved	Strengthen-Commission revenue sources for irrigation development	Commission internal annual revenue collection increased by 95% from TZS 1.85 billion by June, 2031	DO	i. Increased revenue collection ii. Sustained financial integrity and compliance with national regulation iii. Improved staff productivity level	i. Revenue growth rate ii. Audit opinion iii. Staff productivity ratio iv. Staff turnover

					iv. Reduced Staff Turnover.	
			Commission's Financial services 100% provided by June 2031	FINANCE AND ACCOUNTS		
			Commissions' Internal Audit Service 100% ensured by June, 2031	INTERNAL AUDIT UNIT		
		Transforming Irrigation Service Delivery through Integrated ICT Systems and Data-Driven Governance	ICT facilities and services 100% provided to NIRC staff by June, 2031	ICT		
			Establish and operationalize a Centralized National Irrigation Database (NIDB) for 100% by June 2031.			

		Building human resource capacity and technical competence	Human Resource Plan implemented by 100% by June, 2031	DAHRM		
			Staff participation in Institutional and National social events 100% facilitated by June, 2031	DAHRM		
			A Functional MEL System 100% established and operational by June, 2031	DPME		
			Plans and budget preparation 100% facilitated by June, 2031	DPME		
			Commission's Risk level reduced from Moderate to Low by June, 2031	DPME		
		Improving working environment	Adequate working tools and facilities provided to 585 NIRC staff by June, 2031	DAHRM		

			25 regional irrigation offices constructed by June, 2031	DAHRM		
			Procurement and Logistics services 100% provided by June, 2031	PMU		
		Cultivating good service delivery and customer service culture				
		Strengthening stakeholders' coordination and engagement in irrigation development	Stakeholder's engagement guideline developed by June, 2031	DPME		
		Enhancing communication and information sharing among stakeholders	NIRC Communication Strategy reviewed and implemented by June, 2031	GCU		
		Improving working environment	Adequate working tools and facilities provided to 585 NIRC staff by June, 2031	DAHRM		

			25 regional irrigation offices constructed by June, 2031	DAHRM		
			Procurement and Logistics services 100% provided by June, 2031	PMU		
		Cultivating good service delivery and customer service culture				
		Strengthening stakeholders' coordination and engagement in irrigation development	Stakeholder's engagement guideline developed by June, 2031	DPME		
		Enhancing communication and information sharing among stakeholders	NIRC Communication Strategy reviewed and implemented by June, 2031	GCU		